

**SERIAL 08007 RFP YOUTH PROGRAMS, WORKFORCE INVESTMENT ACT OF 1998
CONTRACT – Valley of the Sun United Way**

DATE OF LAST REVISION: April 28, 2011

CONTRACT END DATE: June 30, 2013

CONTRACT PERIOD THROUGH JUNE 30, ~~2009~~ 2013

TO: All Departments

FROM: Department of Materials Management

SUBJECT: Contract for **YOUTH PROGRAMS, WORKFORCE INVESTMENT ACT OF 1998**

Attached to this letter is published an effective purchasing contract for products and/or services to be supplied to Maricopa County activities as awarded by Maricopa County on **June 04, 2008 (Eff. 07/01/08)**.

All purchases of products and/or services listed on the attached pages of this letter are to be obtained from the vendor holding the contract. Individuals are responsible to the vendor for purchases made outside of contracts. The contract period is indicated above.

Wes Baysinger, Director
Materials Management

JM/mdm
Attach

Copy to: Materials Management
Trish Georgeff, Human Services



CONTRACT PURSUANT TO RFP

SERIAL08007-RFP

This Contract is entered into this 18th day of June, 2008 by and between Maricopa County ("County"), a political subdivision of the State of Arizona, and Valley of the Sun United Way, an Arizona corporation ("Contractor") for the Workforce Investment Act of 1998 (WIA) services.

1.0 TERM

- 1.1 This Contract is for a term of One (1) year, beginning on the 1st day of July, 2008 and ending the 30th day of June, 2009 2013.
- 1.2 The County may, at its option and with the agreement of the Contractor, extend the period of this Contract for additional terms up to a maximum of Four (4) years, (or at the County's sole discretion, extend the contract on a month to month basis for a maximum of six (6) months after expiration). The County shall notify the Contractor in writing of its intent to extend the Contract period at least thirty (30) calendar days prior to the expiration of the original contract period, or any additional term thereafter.

2.0 PAYMENT

- 2.1 As consideration for performance of the duties described herein, County shall pay Contractor the sum(s) stated in Exhibit "A", **A-1, A-2, A-3 and B-2** not to exceed the price per participant.
- ~~2.2 MCHSD will review the contractor's performance measures on a quarterly basis to determine the amount of hold back funds contractors may receive. Each performance measure will be assigned a dollar value based on the 10% hold back amount. The contractor will receive 50% for each performance measure that is met. The contractor will receive 100% for each performance measure that is exceeded.~~
- 2.3 Payment shall be made upon the County's receipt of a properly completed invoice. Invoices shall contain the following information:
- 2.4 INVOICES AND PAYMENTS:
 - 2.4.1 **The Contractor shall submit two (2) legible copies of their detailed invoice before payment(s) can be made. At a minimum, the invoice must provide the following information:**
 - 2.4.1.1 Company name, address and contact
 - 2.4.1.2 County bill-to name and contact information
 - 2.4.1.3 Contract Serial Number
 - 2.4.1.4 Invoice number and date
 - 2.4.1.5 Payment terms
 - 2.4.1.6 Date of service
 - 2.4.1.7 Monthly costs (cost reimbursement)
 - 2.4.1.8 Description of Purchase (services)
 - 2.4.1.9 Pricing per unit of service
 - 2.4.1.10 Extended price
 - 2.4.1.11 Total Amount Due

Problems regarding billing or invoicing shall be directed to the using agency as listed on the Purchase Order.

- 2.4.2 Payment will be made to the Contractor by Accounts Payable through the Maricopa County Vendor Express Payment Program. This is an Electronic Funds Transfer (EFT) process. After Award the Contractor shall fill out an EFT Enrollment form (to be provided by the Procurement Officer) or as located on the County Department of Finance Website as a fillable PDF document (www.maricopa.gov/finance/).
- 2.4.3 EFT payments to the routing and account numbers designated by the Contractor will include the details on the specific invoices that the payment covers. The Contractor is required to discuss remittance delivery capabilities with their designated financial institution for access to those details.

3.0 DUTIES

- 3.1 The Contractor shall perform all duties and services stated in Exhibit "B", ~~and B-2 and B-3~~. The definitions used in the Scope of Work are in located Exhibit B-1.
- 3.2 The Contractor shall perform services at the location(s) and time(s) stated in Exhibit "B," or as otherwise directed in writing.

4.0 TERMS & CONDITIONS

4.1 INDEMNIFICATION:

To the fullest extent permitted by law, Contractor shall defend, indemnify, and hold harmless County, its agents, representatives, officers, directors, officials, and employees from and against all claims, damages, losses and expenses, including, but not limited to, attorney fees, court costs, expert witness fees, and the cost of appellate proceedings, relating to, arising out of, or alleged to have resulted from the negligent acts, errors, omissions or mistakes relating to the performance of this Contract. Contractor's duty to defend, indemnify and hold harmless County, its agents, representatives, officers, directors, officials, and employees shall arise in connection with any claim, damage, loss or expense that is attributable to bodily injury, sickness, disease, death, or injury to, impairment, or destruction of property, including loss of use resulting there from, caused by any negligent acts, errors, omissions or mistakes in the performance of this Contract including any person for whose acts, errors, omissions or mistakes Contractor may be legally liable.

The amount and type of insurance coverage requirements set forth herein will in no way be construed as limiting the scope of the indemnity in this paragraph.

The scope of this indemnification does not extend to the sole negligence of County.

4.2 INSURANCE REQUIREMENTS:

Contractor, at Contractor's own expense, shall purchase and maintain the herein stipulated minimum insurance from a company or companies duly licensed by the State of Arizona and possessing a current A.M. Best, Inc. rating of B++6. In lieu of State of Arizona licensing, the stipulated insurance may be purchased from a company or companies, which are authorized to do business in the State of Arizona, provided that said insurance companies meet the approval of County. The form of any insurance policies and forms must be acceptable to County.

All insurance required herein shall be maintained in full force and effect until all work or service required to be performed under the terms of the Contract is satisfactorily completed and formally accepted. Failure to do so may, at the sole discretion of County, constitute a material breach of this Contract.

Contractor's insurance shall be primary insurance as respects County, and any insurance or self-insurance maintained by County shall not contribute to it.

Any failure to comply with the claim reporting provisions of the insurance policies or any breach of an insurance policy warranty shall not affect the County's right to coverage afforded under the insurance policies.

The insurance policies may provide coverage that contains deductibles or self-insured retentions. Such deductible and/or self-insured retentions shall not be applicable with respect to the coverage provided to County under such policies. Contractor shall be solely responsible for the deductible and/or self-insured retention and County, at its option, may require Contractor to secure payment of such deductibles or self-insured retentions by a surety bond or an irrevocable and unconditional letter of credit.

County reserves the right to request and to receive, within 10 working days, certified copies of any or all of the herein required insurance policies and/or endorsements. County shall not be obligated, however, to review such policies and/or endorsements or to advise Contractor of any deficiencies in such policies and endorsements, and such receipt shall not relieve Contractor from, or be deemed a waiver of County's right to insist on strict fulfillment of Contractor's obligations under this Contract.

The insurance policies required by this Contract, except Workers' Compensation, and Errors and Omissions, shall name County, its agents, representatives, officers, directors, officials and employees as Additional Insureds.

The policies required hereunder, except Workers' Compensation, and Errors and Omissions, shall contain a waiver of transfer of rights of recovery (subrogation) against County, its agents, representatives, officers, directors, officials and employees for any claims arising out of Contractor's work or service.

Contractor is required to procure and maintain the following coverages indicated by a checkmark:

4.2.1 Commercial General Liability.

Commercial General Liability insurance and, if necessary, Commercial Umbrella insurance with a limit of not less than \$1,000,000 for each occurrence, \$2,000,000 Products/Completed Operations Aggregate, and \$2,000,000 General Aggregate Limit. The policy shall include coverage for bodily injury, broad form property damage, personal injury, products and completed operations and blanket contractual coverage, and shall not contain any provision which would serve to limit third party action over claims. There shall be no endorsement or modification of the CGL limiting the scope of coverage for liability arising from explosion, collapse, or underground property damage.

4.2.2 Automobile Liability.

Commercial/Business Automobile Liability insurance and, if necessary, Commercial Umbrella insurance with a combined single limit for bodily injury and property damage of not less than \$1,000,000 each occurrence with respect to any of the Contractor's owned, hired, and non-owned vehicles assigned to or used in performance of the Contractor's work or services under this Contract.

4.2.3 Workers' Compensation.

Workers' Compensation insurance to cover obligations imposed by federal and state statutes having jurisdiction of Contractor's employees engaged in the performance of the work or services under this Contract; and Employer's Liability insurance of not less than \$100,000 for each accident, \$100,000 disease for each employee, and \$500,000 disease policy limit.

Contractor waives all rights against County and its agents, officers, directors and employees for recovery of damages to the extent these damages are covered by the Workers' Compensation and Employer's Liability or commercial umbrella liability insurance obtained by Contractor pursuant to this Contract.

4.2.3.1 Prior to commencing work or services under this Contract, Contractor shall have insurance in effect as required by the Contract in the form provided by the County, issued by Contractor's insurer(s), as evidence that policies providing the required coverage, conditions and limits required by this Contract are in full force and effect. Such certificates shall be made available to the County upon 48 hours notice. **BY SIGNING THE AGREEMENT PAGE THE CONTRACTOR AGREES TO THIS REQUIREMENT AND UNDERSTANDS THAT FAILURE TO MEET THIS REQUIREMENT WILL RESULT IN CANCELLATION OF THIS CONTRACT.**

In the event any insurance policy (ies) required by this Contract is (are) written on a "claims made" basis, coverage shall extend for two (2) years past completion and acceptance of Contractor's work or services and as evidenced by annual Certificates of Insurance.

If a policy does expire during the life of the Contract, a renewal certificate must be sent to County fifteen (15) days prior to the expiration date.

4.2.3.2 Cancellation and Expiration Notice.

Insurance required herein shall not be permitted to expire, be canceled, or materially changed without thirty (30) days prior written notice to the County.

4.5 NOTICES:

All notices given pursuant to the terms of this Contract shall be addressed to:

For County:

Maricopa County
Department of Materials Management
Attn: Director of Purchasing
320 West Lincoln Street
Phoenix, Arizona

For Contractor:

Valley of the Sun United Way
Attn: Julie Sader
1515 E. Osborn Road
Phoenix, AZ 85014.5386

4.6 BUDGET ADJUSTMENTS:

Any requests for reasonable budget adjustments must be submitted sixty (60) days prior to the Contract expiration. Requests for adjustment in cost of labor and/or materials must be supported by appropriate documentation. If County agrees to the adjusted price terms, County shall issue written approval of the change. The reasonableness of the request will be determined by comparing the request with the (Consumer Price Index) or by performing a market survey.

4.7 TERMINATION FOR CONVENIENCE:

The County reserves the right to terminate the Contract, in whole or in part at any time, when in the best interests of the County without penalty or recourse. Upon receipt of the written notice,

the Contractor shall immediately stop all work, as directed in the notice, notify all subcontractors of the effective date of the termination and minimize all further costs to the County. In the event of termination under this paragraph, all documents, data and reports prepared by the Contractor under the Contract shall become the property of and be delivered to the County upon demand. The Contractor shall be entitled to receive just and equitable compensation for work in progress, work completed and materials accepted before the effective date of the termination.

4.8 TERMINATION FOR DEFAULT:

4.8.1 In addition to the rights reserved in the Contract, the County may terminate the Contract in whole or in part due to the failure of the Contractor to comply with any term or condition of the Contract, to acquire and maintain all required insurance policies, bonds, licenses and permits, or to make satisfactory progress in performing the Contract. The Procurement Officer shall provide written notice of the termination and the reasons for it to the Contractor.

4.8.2 Upon termination under this paragraph, all goods, materials, documents, data and reports prepared by the Contractor under the Contract shall become the property of and be delivered to the County on demand.

4.8.3 The County may, upon termination of this Contract, procure, on terms and in the manner that it deems appropriate, materials or services to replace those under this Contract. The Contractor shall be liable to the County for any excess costs incurred by the County in procuring materials or services in substitution for those due from the Contractor.

4.8.4 The Contractor shall continue to perform, in accordance with the requirements of the Contract, up to the date of termination, as directed in the termination notice.

4.9 STATUTORY RIGHT OF CANCELLATION FOR CONFLICT OF INTEREST:

Notice is given that pursuant to A.R.S. §38-511 the County may cancel this Contract without penalty or further obligation within three years after execution of the contract, if any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the County is at any time while the Contract or any extension of the Contract is in effect, an employee or agent of any other party to the Contract in any capacity or consultant to any other party of the Contract with respect to the subject matter of the Contract. Additionally, pursuant to A.R.S §38-511 the County may recoup any fee or commission paid or due to any person significantly involved in initiating, negotiating, securing, drafting or creating the contract on behalf of the County from any other party to the contract arising as the result of the Contract.

4.10 OFFSET FOR DAMAGES;

In addition to all other remedies at law or equity, the County may offset from any money due to the Contractor any amounts Contractor owes to the County for damages resulting from breach or deficiencies in performance under this contract.

4.11 ADDITIONS/DELETIONS OF SERVICE:

The County reserves the right to add and/or delete products and/or services provided under this Contract. If a requirement is deleted, payment to the Contractor will be reduced proportionately to the amount of service reduced in accordance with the proposal price. If additional services and/or products are required from this Contract, prices for such additions will be negotiated between the Contractor and the County.

4.12 SUBCONTRACTING:

The Contractor may not assign this Contract or subcontract to another party for performance of the terms and conditions hereof without the written consent of the County, which shall not be

unreasonably withheld. All correspondence authorizing subcontracting must reference the Proposal Serial Number and identify the job project.

4.13 AMENDMENTS:

All amendments to this Contract shall be in writing and approved/signed by both parties. Maricopa County Materials Management shall be responsible for approving all amendments for Maricopa County.

4.14 RETENTION OF RECORDS:

The Contractor agrees to retain all financial books, records, and other documents relevant to this Contract for five (5) years after final payment or until after the resolution of any audit questions which could be more than five (5) years, whichever is longer. The County, Federal or State auditors and any other persons duly authorized by the Department shall have full access to, and the right to examine, copy and make use of, any and all said materials.

If the Contractor's books, records and other documents relevant to this Contract are not sufficient to support and document that requested services were provided, the Contractor shall reimburse Maricopa County for the services not so adequately supported and documented.

4.15 AUDIT DISALLOWANCES:

If at any time, County determines that a cost for which payment has been made is a disallowed cost, such as overpayment, County shall notify the Contractor in writing of the disallowance. County shall also state the means of correction, which may be but shall not be limited to adjustment of any future claim submitted by the Contractor by the amount of the disallowance, or to require repayment of the disallowed amount by the Contractor.

4.16 ALTERNATIVE DISPUTE RESOLUTION:

4.16.1 After the exhaustion of the administrative remedies provided in the Maricopa County Procurement Code, any contract dispute in this matter is subject to compulsory arbitration. Provided the parties participate in the arbitration in good faith, such arbitration is not binding and the parties are entitled to pursue the matter in state or federal court sitting in Maricopa County for a de novo determination on the law and facts. If the parties cannot agree on an arbitrator, each party will designate an arbitrator and those two arbitrators will agree on a third arbitrator. The three arbitrators will then serve as a panel to consider the arbitration. The parties will be equally responsible for the compensation for the arbitrator(s). The hearing, evidence, and procedure will be in accordance with Rule 74 of the Arizona Rules of Civil Procedure. Within ten (10) days of the completion of the hearing the arbitrator(s) shall:

4.16.1.1 Render a decision;

4.16.1.2 Notify the parties that the exhibits are available for retrieval; and

4.16.1.3 Notify the parties of the decision in writing (a letter to the parties or their counsel shall suffice).

4.16.2 Within ten (10) days of the notice of decision, either party may submit to the arbitrator(s) a proposed form of award or other final disposition, including any form of award for attorneys' fees and costs. Within five (5) days of receipt of the foregoing, the opposing party may file objections. Within ten (10) days of receipt of any objections, the arbitrator(s) shall pass upon the objections and prepare a signed award or other final disposition and mail copies to all parties or their counsel.

4.16.3 Any party which has appeared and participated in good faith in the arbitration proceedings may appeal from the award or other final disposition by filing an action in

the state or federal court sitting in Maricopa County within twenty (20) days after date of the award or other final disposition. Unless such action is dismissed for failure to prosecute, such action will make the award or other final disposition of the arbitrator(s) a nullity.

4.17 SEVERABILITY:

The invalidity, in whole or in part, of any provision of this Contract shall not void or affect the validity of any other provision of this Contract.

4.18 RIGHTS IN DATA:

The County shall own have the use of all data and reports resulting from this Contract without additional cost or other restriction except as provided by law. Each party shall supply to the other party, upon request, any available information that is relevant to this Contract and to the performance hereunder.

4.19 INTEGRATION:

This Contract represents the entire and integrated agreement between the parties and supersedes all prior negotiations, proposals, communications, understandings, representations, or agreements, whether oral or written, express or implied.

4.20 GOVERNING LAW:

This Contract shall be governed by the laws of the state of Arizona. Venue for any actions or lawsuits involving this Contract will be in Maricopa County Superior Court or in the United States District Court for the District of Arizona, sitting in Phoenix, Arizona.

4.21 VERIFICATION REGARDING COMPLIANCE WITH ARIZONA REVISED STATUTES §41-4401 AND FEDERAL IMMIGRATION LAWS AND REGULATIONS:

4.21.1 By entering into the Contract, the Contractor warrants compliance with the Immigration and Nationality Act (INA using e-verify) and all other federal immigration laws and regulations related to the immigration status of its employees. The contractor shall obtain statements from its subcontractors certifying compliance and shall furnish the statements to the Procurement Officer upon request. These warranties shall remain in effect through the term of the Contract. The Contractor and its subcontractors shall also maintain Employment Eligibility Verification forms (I-9) as required by the Immigration Reform and Control Act of 1986, as amended from time to time, for all employees performing work under the Contract and verify employee compliance using the E-verify system. I-9 forms are available for download at USCIS.GOV.

4.21.2 The County may request verification of compliance for any contractor or subcontractor performing work under the Contract. Should the County suspect or find that the Contractor or any of its subcontractors are not in compliance, the County may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the Contract for default, and suspension and/or department of the Contractor. All costs necessary to verify compliance are the responsibility of the Contractor.

4.22 VERIFICATION REGARDING COMPLIANCE WITH ARIZONA REVISED STATUTES §§35-391.06 AND 35-393.06 BUSINESS RELATIONS WITH SUDAN AND IRAN:

4.22.1 By entering into the Contract, the Contractor certifies it does not have scrutinized business operations in Sudan or Iran. The contractor shall obtain statements from its subcontractors certifying compliance and shall furnish the statements to the

Procurement Officer upon request. These warranties shall remain in effect through the term of the Contract.

- 4.22.2 **The County may request verification of compliance for any contractor or subcontractor performing work under the Contract. Should the County suspect or find that the Contractor or any of its subcontractors are not in compliance, the County may pursue any and all remedies allowed by law, including, but not limited to: suspension of work, termination of the Contract for default, and suspension and/or department of the Contractor. All costs necessary to verify compliance are the responsibility of the Contractor.**

4.23 CONTRACTOR LICENSE REQUIREMENT:

- 4.23.1 **The Respondent shall procure all permits, insurance, licenses and pay the charges and fees necessary and incidental to the lawful conduct of his/her business, and as necessary complete any required certification requirements, required by any and all governmental or non-governmental entities as mandated to maintain compliance with and in good standing for all permits and/or licenses. The Respondent shall keep fully informed of existing and future trade or industry requirements, Federal, State and Local laws, ordinances, and regulations which in any manner affect the fulfillment of a Contract and shall comply with the same. Contractor shall immediately notify both Materials Management and the using agency of any and all changes concerning permits, insurance or licenses.**
- 4.23.2 **Respondents furnishing finished products, materials or articles of merchandise that will require installation or attachment as part of the Contract, shall possess any licenses required. A Respondent is not relieved of its obligation to possess the required licenses by subcontracting of the labor portion of the Contract. Respondents are advised to contact the Arizona Registrar of Contractors, Chief of Licensing, at (602) 542-1502 to ascertain licensing requirements for a particular contract. Respondents shall identify which license(s), if any, the Registrar of Contractors requires for performance of the Contract.**

IN WITNESS WHEREOF, this Contract is executed on the date set forth above.

CONTRACTOR

Katherine K. Cecala

AUTHORIZED SIGNATURE

KATHERINE K. CECALA, CHIEF OPERATING OFFICER

PRINTED NAME AND TITLE

1515 E OSBORN Rd, PHOENIX, AZ 85014

ADDRESS

5-28-08

DATE

MARICOPA COUNTY

BY: [Signature]

CHAIRMAN, BOARD OF SUPERVISORS

JUN 04 2008

DATE

ATTESTED:

[Signature]

CLERK OF THE BOARD

JUN 04 2008

DATE

APPROVED AS TO FORM:

[Signature]

DEPUTY MARICOPA COUNTY ATTORNEY

6/4/8

DATE

EXHIBIT A PRICING

SERIAL 08007-RFP

PRICING SHEET: NIGP CODE 91867

BIDDER NAME:

Valley of the Sun United Way

VENDOR # : W000012257

W000012257

BIDDER ADDRESS:

1515 E. Osborn Road

P.O. ADDRESS:

BIDDER PHONE #:

602-631-4828

BIDDER FAX #:

602-776-3328

COMPANY WEB SITE:

www.vsuw.org

COMPANY CONTACT (REP):

Brian Spicker

E-MAIL ADDRESS (REP):

bspicker@vsuw.org

WILLING TO ACCEPT FUTURE SOLICITATIONS VIA EMAIL: X YES ___ NO

PAYMENT TERMS:

NET 30

x _____

1.0 BUDGET

ANNUAL BUDGET FROM BUDGET DETAIL SHEET

\$388,935.00 PER YEAR

1.1

ONE YEAR TRACKING FOR YOUTH EXITING PROGRAM
(PAYABLE QUARTERLY)

\$500 YEAR
PER YOUTH

Valley of the Sun United Way - East Valley

		Total Requested	Total In-Kind	Total
Personnel				
Salaries (1)				
WIA Project Manager	\$43955x 20%	\$ 8,791.00		\$ 8,791.00
Sr. Vice President of Community Initiatives	\$160000 x 4%		\$6,402.00	\$ 6,402.00
VP Initiatives	\$60810 x 3%	\$ 1,824.00		\$ 1,824.00
Accountant	\$50000 x 5%		\$2,520.00	\$ 2,520.00
Accountant	\$55000 x 15%	\$ 5,685.00	\$ 2,625.00	\$ 8,310.00
Project Assistant(part-time, no benefits)	\$25400 x 100%	\$ 25,400.00		\$ 25,400.00
Fringe Benefits (2)				
Fringe Benefits @ 23.72% of compensation		\$ 3,866.36	\$2,738.95	\$ 6,605.31
Taxes @ 7.8 %		\$ 3,252.60	\$ 900.67	\$ 4,153.27
				\$ -
Total Personnel (Salaries and Fringe Benefits)				\$ 64,005.57
Contract Services (3)				
Contract Services (3)		\$ 338,228.00		\$ 338,228.00
				\$ -
				\$ 338,228.00
Total Personnel including Contracting Services				\$ 402,233.57
Non-Personnel				
Space Costs				
Utilities	Base on FTE	\$ 366.00	\$367.00	\$ 733.00
Building Maintenance	Base on FTE	\$ 546.00	\$ 546.00	\$ 1,092.00
Telephone	Base on FTE	\$ 358.00	\$358.00	\$ 716.00
				\$ -
				\$ 2,541.00
Equipment				
Depreciation Expenses	Base on FTE		\$3,517.13	\$ 3,517.13
				\$ -
				\$ -
				\$ 3,517.13
Supplies				
Office supplies	Base on FTE	\$ 416.04		\$ 416.04
Computer supplies	Base on FTE		\$596.76	\$ 596.76
Housekeeping supplies	Base on FTE		\$77.58	\$ 77.58
				\$ 1,090.38
Travel & Training				
Mileage	400 miles x .505 per mile	\$ 202.00		\$ 202.00
Staff Development			\$ 1,304.42	\$ 1,304.42
				\$ -
				\$ 1,506.42
Other Costs				
				\$ -
				\$ -
Total Non-Personnel				\$ 8,654.93
Total Annual Budget				\$ 410,888.50
Totals		\$ 388,935.00	\$21,953.50	

EXHIBIT A-1

MARICOPA COUNTY HUMAN SERVICES DEPARTMENT-WIA TITLE 1B YOUTH PROGRAM STIMULUS BUDGET

NAME OF PROVIDER SUBMITTING BUDGET: VSUW - Combined

Instructions: Eligible applicants should use this form as a guide. Eligible applicants must list each item requiring the dedication of resources and show how the expense or value was

Youth Summer Program for period: 5/1/09 thru 9/30/09 (ARRA only)

			Total Requested	In School (Max 70%)	Out School (Min 30%)	Pctg of Budget	Comments
ADMINISTRATION							
Salaries & Wages	Total Personnel (see detail)		47,288	25,936	13,544	6.90%	
Fringe Benefits (2)	Indicate Pctg		11,575	7,108	3,046	1.69%	see detail
Contract or Outside Services			175	123	53	0.03%	
Occupancy Expense			1,550	1,085	465	0.23%	
Property	> \$250 Must provide list annually						
Equip Depr							
Communication & Telephone			270	189	81	0.04%	
Materials / Supplies			800	560	240	0.12%	
Vehicle Expense			330	231	99	0.05%	
Travel & Training			110	77	33	0.02%	
Operations							
Total Administration	Cannot exceed 10% total Budget		61,098	36,339	15,561	9.00%	
PROGRAM							
Salaries & Wages	Total Personnel (see detail)		88,740	62,118	26,622	12.94%	
Fringe Benefits (2)	Indicate Pctg		12,963	9,074	3,889	1.89%	See Detail
Contract or Outside Services			23,126	16,258	6,868	3.39%	
Occupancy Expense			4,300	2,870	1,230	0.60%	
Property	> \$250 Must provide list annually		1,115	781	335	0.16%	
Depreciation			0	0	0		
Communication & Telephone			780	546	234	0.11%	
Materials / Supplies			4,416	3,091	1,325	0.64%	
Vehicle Expense			2,000	1,400	600	0.29%	
Travel & Training			2,569	1,798	771	0.37%	
Operations			3,706	2,594	1,112	0.54%	
Total Program Costs	Cannot exceed 20% total Budget		143,615	100,531	43,085	20.94%	
OTHER COSTS							
Work Experience (Estimate cost per (include # of participants)			165,000	115,020	49,980	24.00%	
Supportive Services (Include # of participants to be served)			295,000	206,500	88,500	43.02%	
Clothing Voucher			20,000	13,900	6,100	2.92%	
Training & Education (# of participants entering into occupational training)			0	0	0		
Total Other Costs	Must be no less than 70% budget		480,000	335,420	144,580	70.00%	
TOTAL BUDGET			685,713	472,260	203,226	100.00%	

EXHIBIT A-1

MARICOPA COUNTY HUMAN SERVICES DEPARTMENT-WIA TITLE 1B YOUTH YEAR-ROUND STIMULUS BUDGET

NAME OF PROVIDER SUBMITTING BUDGET: VSUW- Combined

Instructions: Eligible applicants should use this form as a guide. Eligible applicants must list each item requiring the dedication of resources and show how the expense or value was

Youth Year Round Program for period: 10/1/09 thru 6/30/10 (ARRA only)

		Total Requested	In School (Max 70%)	Out School (Min 30%)	Pctg of Budget	Comments
ADMINISTRATION						
Salaries & Wages	Total Personnel (see detail)	12,230	8,561	3,669	6.31%	
Fringe Benefits (2)	Indicate Pctg	3,641	2,548	1,092	1.82%	
Contract or Outside Services						
Occupancy Expense		1,473	1,031	442	0.74%	
Property	> \$250 Must provide list annually					
Equip Depr						
Communication & Telephone						
Materials / Supplies						
Vehicle Expense						
Travel & Training		100	70	30	0.05%	
Operations						
Total Administration	Cannot exceed 16% total Budget	17,444	12,211	5,233	8.72%	

PROGRAM						
Salaries & Wages	Total Personnel (see detail)	28,410	19,837	8,573	14.21%	
Fringe Benefits (2)	Indicate Pctg	4,883	3,418	1,465	2.44%	
Contract or Outside Services						
Occupancy Expense		720	504	216	0.36%	
Property	> \$250 Must provide list annually	1,440	1,008	432	0.72%	
Depreciation						
Communication & Telephone		290	203	87	0.14%	
Materials / Supplies		1,680	1,176	504	0.84%	
Vehicle Expense		400	280	120	0.20%	
Travel & Training		1,044	731	313	0.52%	
Operations		3,689	2,582	1,107	1.84%	
Total Program Costs	Cannot exceed 20% total Budget	42,556	29,790	12,767	21.28%	

OTHER COSTS						
Work Experience (Estimate cost per (include # of participants)	20	36,000	18,000	18,000	18.00%	
Supportive Services (Include # of participants to be served)	40	20,000	10,000	10,000	10.00%	
Participant Incentives		9,000	4,500	4,500	4.50%	
Training & Education (# of participants entering into occupational training)	25	75,000	30,000	45,000	37.50%	
Total Other Costs	Must be no less than 20% Budget	140,000	62,500	77,500	70.00%	
TOTAL BUDGET		200,000	104,500	95,500	100.00%	

EXHIBIT A-2
MARICOPA COUNTY HUMAN SERVICES DEPARTMENT - WIA TITLE 18 YOUTH PROGRAM

NAME OF PROVIDER SUBMITTING BUDGET: Valley of the Sun United Way

Instructions: Eligible applicants should use this form as a guide. Eligible applicants must list each item requiring the dedication of resources and show how the expense or

Youth Program for period: 7/1/09 thru 6/30/10

(NOV 1999)

ADMINISTRATION

Salaries & Wages

Cocala, Katherine (3%) Chief Operating Office
Ivey, Krista (15%) Accountant II
Muniz, Tanya (4%) VP Controller
Spicker, Brian (2%) Sr. VP Community Impact
VACANT (3%) Accountant II
Sioma, Stacey (3%) Administrative Assistant
Chris Mitchell (5%) Accountant I

Fringe Benefits (2)

Contract or Outside Services

Occupancy Expense

Property

Equip Depr/Rental

Communication & Telephone

Materials / Supplies

Vehicle Expense

Travel & Training

Operations

Total Administration

Cannot exceed 10% total Budget

Total Requested In School (Max 70%) Out School (Min 30%) Pctg of Budget Comments

3,319	2,321	996	0.81%	
3,556	2,489	1,067	0.87%	
1,839	1,287	552	0.45%	
2,006	1,404	602	0.49%	
688	482	206	0.17%	
762	533	229	0.19%	
507	355	152	0.12%	
3,965	3,501	1,500	0.97%	
5,446	3,812	1,634	1.33%	
493	345	148	0.12%	
882	618	265	0.22%	
197	138	59	0.05%	
121	84	36	0.03%	
350	245	105	0.09%	
42	29	13	0.01%	
0	0	0		
24,173	17,646	7,563	5.91%	

PROGRAM

Salaries & Wages

Garcia, Janet (5%) VP Community Investment
Sater, Julie (50%) Community Impact Manager
Lubin, Nanette (15%) Initiatives Associate

Fringe Benefits (2)

Contract or Outside Services

Occupancy Expense

Property

Equip Depr/Rental

Communication & Telephone

Materials / Supplies

Vehicle Expense

Travel & Training

Operations

Total Program Costs

Cannot exceed 20% total Budget

0	0	0		
1,580	1,806	774	0.63%	
20,057	14,040	6,017	4.90%	
3,113	2,179	934	0.76%	
8,055	7,111	3,047	1.97%	
1,002	701	301	0.25%	
1,792	1,255	538	0.44%	
400	280	120	0.10%	
245	172	74	0.06%	
711	497	213	0.17%	
1,375	962	412	0.34%	
0	0	0		
39,328	29,002	12,030	9.62%	

OTHER COSTS

Work Experience (Estimate cost per

(include # of participants)

Supportive Services (include # of

participants to be served)

Participant Incentives

Training & Education (# of participants

entering into occupational training)

Subcontractor Services - TBA

Total Other Costs

Must be no less than 70% Budget

Follow-up - where Performance is met, a maximum of \$125 paid quarterly up to \$500 not to exceed \$20,000

TOTAL BUDGET

Total D + E	Enter Amt	Enter Amt		
0	0	0		
0	0	0		
0				
0				
325,434	227,804	97,630	79.58%	
325,434	227,804	97,630	79.58%	
20,000				
403,935	274,452	117,622	100.00%	

For and on Behalf of Valley of the Sun United Way

Katherine K. Cocala
Signature

8/13/09
Date

EXHIBIT A-3

MARICOPA COUNTY HUMAN SERVICES DEPARTMENT - WILDTITLE 16 YOUTH PROGRAM

NAME OF PROVIDER SUBMITTING BUDGET:

Valley of the Sun United Way

Instructions: Eligible applicants should use this form as a guide. Eligible applicants must list each item requiring the dedication of resources and show how the expense or value was calculated.

Youth Program for period: 7/1/10 thru 6/30/11

	Total Requested	In School (Max 70%)	Out School (Min 30%)	Pct of Budget
ADMINISTRATION				
Salaries & Wages				
Katherine Cecala	0	0	0	
Brian Spicker	0	0	0	
Tanya Muniz	0	0	0	
Krista Ivey	3,000	1,200	1,800	0.66%
Grants Accountant	6,270	2,508	3,762	1.39%
Fringe Benefits (2)	3,245	1,298	1,947	0.72%
Contract or Outside Services	3,240	1,296	1,944	0.72%
Occupancy Expense	709	284	425	0.16%
Property				
Equip Depr/Rental				
Communication & Telephone	271	108	163	0.06%
Materials / Supplies	175	70	105	0.04%
Vehicle Expense				
Travel & Training	165	66	100	0.04%
Operations				
Total Administration	17,075	6,830	10,245	37.8%

PROGRAM				
Salaries & Wages				
Janet Garcia	0	0	0	
Julio Sater	18,400	7,360	11,040	4.07%
Brianna James	9,000	3,600	5,400	1.99%
Fringe Benefits (2)	9,590	3,836	5,754	2.12%
Contract or Outside Services	5,750	2,304	3,446	1.27%
Occupancy Expense	1,207	483	724	0.27%
Property				
Equip Depr/Rental				
Communication & Telephone	462	185	277	0.10%
Materials / Supplies	299	119	179	0.07%
Vehicle Expense				
Travel & Training	942	377	565	0.21%
Operations				
Total Program Costs	45,559	18,264	27,295	10.10%

OTHER COSTS				
Work Experience (Estimate cost per (Include # of participants)	0	0	0	
Supportive Services (Include # of participants to be served)	0	0	0	
Participant Incentives				
Training & Education (# of participants entering into occupational training)	0	0	0	
Subcontractor Services - AWEE 39 Participants	96,048	38,419	57,629	21.24%
Subcontractor Services - CPLC 39 Participants	96,048	38,419	57,629	21.24%
Subcontractor Services - FH 39 Participants	96,048	38,419	57,629	21.24%
Subcontractor Services - JAG 33 Participants	81,271	32,508	48,763	17.97%
Total Other Costs	369,414	147,766	221,648	81.70%
Follow-up - where Performance is met, a maximum of \$125 paid quarterly up to \$500 not to exceed \$20,000	20,000	8,000	12,000	
TOTAL BUDGET	452,150	172,860	255,290	100.00%

For and on Behalf of Valley of the Sun, United Way

Katherine K Cecala 5/17/10
Signature Date

EXHIBIT B

1.0 INTENT:

The purpose of this Workforce Investment Act of 1998 (WIA) is to “provide workforce investment activities through statewide and local workforce investment systems, that increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation.”

The purpose of youth workforce investment activities are intended to provide youth development services for economically disadvantaged youth 14 through 21 years of age who may face barriers to staying in school, completing high school or finding stable employment. Aspire will provide a program that has a full range of services such as:

- Opportunities for eligible youth in activities related to leadership, development, decision-making, citizenship, and community service;
- Involvement of employers and links to local labor markets with emphasize on high-demand, high-growth occupations in Maricopa County;
- Ensure on-going mentoring opportunities for eligible youth with adults committed to providing such opportunities;
- Opportunities for training to eligible youth;
- Youth services such as internships and work experiences in high-demand, high-growth occupations;
- Continued supportive services for eligible youth; and Incentives for recognition and achievement to eligible youth

The category of services for the WIA youth program are: In School/Out of School Youth in the East Valley.

1.1 *Year Round WIA Youth (In-School & Out-of-School):*

- 1.1.1 *In-School Youth* – to provide Workforce Investment Act (WIA) services to secondary school youth, ages 14-21, enrolled in a middle, junior high, or senior high school; or is between terms and intends to return to secondary school.
- 1.1.2 *Out-of-School Youth* – to provide Workforce Investment Act (WIA) services to an eligible youth, ages 14 to 21, who is a school dropout; or an eligible youth who has received a secondary school diploma or its equivalent but is basic skills deficient, unemployed, or underemployed.

Category of Service

The Aspire partners propose to serve a total of one hundred and thirty-five (135) general population youth in the East Valley through the following partners:

- **Arizona Women’s Education & Employment (AWEE)** will focus primarily in the East Valley, targeting Chandler/Gilbert, including the area surrounding the Gilbert One-Stop Center, low income areas of Tempe through existing partnerships with the Escalante Center, and high need areas of Mesa centered around the CAP office.
- **Chicanos Por La Causa (CPLC)** will also focus its Aspire efforts in the East Valley, targeting primarily out-of-school youth in Tempe, Chandler and Mesa through partnerships with community organizations such as Si Se Puede, as well as through existing CPLC programs in the southern parts of Chandler, Gilbert and Queen Creek.
- **Friendly House** will focus their efforts in the East Valley, targeting out of school and in school youth in communities surrounding the Paiute Neighborhood Center and Vista del Camino in south Scottsdale. Friendly House also intends to reach out to South Mountain Community College Guadalupe Center youth.
- **Jobs for Arizona’s Graduate (JAG)** currently operates in-school program in several communities in both the East and West parts of the County. JAG will focus on serving

in-school youth in the East Valley by leveraging these existing partnerships in Paradise Valley, Tempe and Scottsdale School Districts.

The projected numbers to be served by each Aspire partner in the East Valley are:

- AWEE – 36 in-school and out-of-school general population youth
- CPLC - 35 in-school and out-of-school general population youth
- Friendly House – 36 in-school and out-of-school general population youth
- JAG – 28 in-school general population youth

1.2 BACKGROUND INFORMATION

WIA youth programs are intended to provide youth development services for economically disadvantaged youth 14 through 21 years of age who may face barriers to staying in school, completing high school or finding stable employment. The program provides a full range of work readiness, employment, education, and mentoring services through an array of community partner agencies and contracted youth service providers. Youth services, such as internships, work experiences, training opportunities, and assistance with the completion of high school or GED, are designed for youth who are in or out of school.

As stated above, the Workforce Investment Act draws a distinction between younger youth (14 to 18) and older youth (19 to 21). This is done primarily to assist program providers with designing programs and developing Individual Service Strategies (ISS) to meet the youth development needs of the two different age groups. Also, the mandated program outcomes and performance measures are distinctively different for younger and older youth.

Youth must be identified as low-income as defined by Public Law and:

- 1.2.1 Between the ages of 14 through 21 meaning they have reached their 14th birthday, but have not attained their 22nd birthday at the time of registration; AND
- 1.2.2 A citizen of the United States or a non-citizen who is authorized by the Immigration and Naturalization Service; AND
- 1.2.3 In compliance with the Selective Service Act (only pertains to males 18 to 21); AND
- 1.2.4 Meets one or more of the following criteria:
 - 1.2.4.1 Deficient in basic literacy skills
 - 1.2.4.2 Homeless, runaway, or foster child
 - 1.2.4.3 Pregnant or a parent
 - 1.2.4.4 Drop Out
 - 1.2.4.5 Offender
 - 1.2.4.6 An individual who requires additional assistance to complete an educational program or to secure and hold employment as determined by one of the following criteria:
- 1.2.5 Individuals who are defined “at-risk” by MWC based upon assessment of skill needs, barriers, and/or referral from:
 - 1.2.5.1 Juvenile Justice Court System
 - 1.2.5.2 Youth Services Program Providers
 - 1.2.5.3 Local Education Agencies
- 1.2.6 An in-school youth meets the above eligibility criteria in addition to one of the following:
 - 1.2.6.1 Has not received a diploma/ equivalent and is attending school (including alternative school)OR
 - 1.2.6.1 High school graduate (attained diploma/equivalent), attending post-secondary education and is not basic skills deficient

- 1.2.7 An out-of-school youth meets the above eligibility criteria in addition to one of the following:
- 1.2.7.1 High school dropout (including alternative school), and have not received a secondary school diploma or its equivalent
- OR
- 1.2.7.2 High school graduate (attained diploma/ equivalent) and is basic skill deficient, unemployed, or underemployed

2.0 SCOPE OF WORK

The goal of Maricopa County's Workforce Investment Board (MWC) and Maricopa County Human Services Department (MCHSD) is to provide a comprehensive workforce development system under which Maricopa County residents can access appropriate job training and educational opportunities. All eligible youth must be familiar with services available in the One-Stop System.

As part of the workforce development system, MCHSD will fund a youth program(s) for year-round academic and workforce development services for low-income youth, ages 14 through 21. Successful youth development depends upon smooth transitions between different phases of life, youth programs should also operate under the following guiding principles:

- 2.0.1 *Year-Round Services: Services are designed to recruit and register youth on a year-round basis, including making services accessible for in-school youth throughout the school year. All youth services and activities must be available to youth twelve (12) months per year and be clearly aligned with youth development principles and goals.*
- 2.0.2 *Long-Term Support for Youth: Services feature strategies that span multiple years and will balance the needs of youth who would benefit from long-term support with youth whose needs are met through more limited interventions. Long-term support includes providing a smooth transition and pathways to remaining in school, high school completion, post-secondary education, job placement and training for occupations leading to careers that offer long-term self-sufficiency for older and younger youth.*
- 2.0.3 *Customer-Driven: Services solicit and integrate input from youth at all phases of program design, implementation, and evaluation.*
- 2.0.4 *Accessibility: Services are easily accessible to both youth and employers, create a safe and youth-friendly environment, are accessible by public transportation, have information accessible via the Internet, accommodate diversity and youth who need special accommodations.*
- 2.0.5 *Accountability: Services commit to a continuous improvement program design by seeking feedback from staff, youth and employers to continually refine the quality of the program services and activities provided for youth. Programs must have well-defined goals and processes that are easily understandable, measurable and accountable. These goals must emphasize participant progress and directly link activities to positive outcomes for youth.*

The overall goal of the Aspire Program is to provide eligible young people ages 14-21 years with the skills and resources they need to complete their education, pursue additional training and retain employment. The overall objectives include:

- To provide a seamless workforce development system that meets the individual needs of each eligible young person enrolled in the program
- To facilitate the transition process between high school, post secondary school and the workforce for the youth enrolled in the program
- To meet the workforce needs of high demand/targeted industries in Maricopa County as well as other businesses in need of qualified and skilled employees.

The Aspire Program is unique in that it brings together a broad, diverse group of organizations to work together to achieve better results. The partners share best practices, lessons learned, information and other resources, which results in higher-quality programs at each Aspire partner site.

2.1 TECHNICAL REQUIREMENTS

2.1.1 **Collaborations**

Collaboration is the foundation upon which the Aspire Program was developed. This collaborative partnership has been working effectively together, building relationships and developing effective program services and management systems for the past three years. Each partner has gained considerable expertise and experience working with the in and out-of-school general youth population. The partners have also learned how to effectively implement the WIA program. It has been a learning experience and each Aspire agency has shared best practices, resources and information.

Below are what each member's particular abilities and what they will bring to the contract:

- **VSUW** will provide program and fiscal management systems to ensure effective use of the Maricopa County WIA funds. VSUW has served as the overall coordinating entity and fiscal agent for the Aspire Program for three years. The agency is well versed in WIA rules and reporting systems. In addition, the agency has substantial experience organizing and coordinating other collaborative programs on issues that matter most in our community. VSUW will continue to build the Aspire Program over the coming year by facilitating the collaborative sharing and by bring additional resources and employer partnerships to the table. VSUW will draw upon its internal resources in marketing, communication and resource development to strengthen and enrich the Aspire Program.
- **AWEE** will provide services to the in-school and out-of-school general population youth. AWEE will also provide their expertise in working with pregnant and parenting teens.
- **CPLC** will provide services to the in-school and out-of-school general population youth. The agency also has expertise in serving pregnant and parenting teens and youth offenders and will use that knowledge to assist the youth they will service in this contract.
- **Friendly House** effectively serves in-school and out-of-school general population youth as well as having experience working with youth offenders and school drop outs. Although the agency serves all eligible youth, Friendly House also has the linguistic and cultural expertise working with the Hispanic community.
- **JAG's** expertise is working with in-school general youth population by encouraging them to stay in high school and obtain the skills they need to succeed in the workforce.

In terms of determining which services to select, the Aspire partners will ensure that each youth participant is enrolled with the agency that best meets their needs, geographic location and personal circumstances. Second, the partners will depend upon the ISS development process to determine which program component or service best fits the needs and goals of each participating young person. Client choice will be large factor in this process. The case managers will also ensure that each ISS is kept up-to-date and revised as participants' goals may change over time and as they are exposed to new education and career possibilities.

Aspire partners also have strong and growing ties in the targeted industry clusters. The project partners have been working with businesses in these industries to provide work experiences, summer employment, job shadowing and other opportunities. VSUW will also facilitate expansion of these ties through its considerable relationships employers throughout Maricopa County. A table of the existing Aspire network is below.

Business Partner	Industry
AZ Saves	Community Based /Faith Based Organization
AZ StRUT	Community Based /Faith Based Organization
Work Links	Community Based /Faith Based Organization
Arizona Coalition of Immigrant Rights	Community/Faith-based Organization
Boys & Girls Clubs	Community/Faith-based Organization
Concilio Latino de Salud	Community/Faith-based Organization
CPLC Agudo	Community/Faith-based Organization
CPLC CHHS Office	Community/Faith-based Organization
CPLC De Colores	Community/Faith-based Organization
CPLC Early Head Start	Community/Faith-based Organization
CPLC Primavera	Community/Faith-based Organization
CPLC Training Center	Community/Faith-based Organization
Creative Networks	Community/Faith-based Organization
For Life Community Services	Community/Faith-based Organization
Homeward Bound	Community/Faith-based Organization
Literacy Volunteers	Community/Faith-based Organization
Long View Neighborhood Rec. Center	Community/Faith-based Organization
Maggie's Place	Community/Faith-based Organization
Maricopa County Head Start	Community/Faith-based Organization
My Sister, My Friend	Community/Faith-based Organization
Parenting Arizona	Community/Faith-based Organization
Planned Parenthood	Community/Faith-based Organization
Salvation Army	Community/Faith-based Organization
St Mary's Food Bank	Community/Faith-based Organization
Vernell Coleman Youth Center	Community/Faith-based Organization
YMCA	Community/Faith-based Organization
Willis Junior High	Education Institution -General
All- Kids Tutoring	Education Institution - Alternative
Glendale Community College	Education Institution - Community college
Estrella Middle School	Education Institution - General
Frank Borman Middle School	Education Institution - General
Murphy School District Head Start	Education Institution - General
Palo Verde Middle School	Education Institution - General
PT COE Middle School	Education Institution - General
Rosa Linda School	Education Institution - General
Valley of the Sun School	Education Institution - General
Wilson Head Start	Education Institution - General
Fowler Headstart	Education Institution - Pre-K
Business Partner	Industry
Glendale Public School	Education Institution - Public High Schools
Bioscience High School	Educational Institution - Charter High School
South Pointe Charter High School	Educational Institution - Charter High School
Rio Salado (GED program)	Educational Institution – Community College
Arcadia HS, Coronado HS, Marcos De Niza HS, Paradise Valley HS, Tempe HS.	Educational Institution - Public High Schools
Isaac School District	Educational Institution - Public High Schools
Computer Career Institute	Educational Institution - Vocational Training

SERIAL 08007-RFP

Maricopa Skills Center	Educational Institution - Vocational Training
RSAA Institute (Healthcare)	Educational Institution - Vocational Training
Department of Economic Security	Government Service Organization
Municipal Court Criminal Division	Government Service Organization
Corporate Express	Industry - Advanced Business Services
Fed Ex Express- Delivery Service	Industry - Advanced Business Services
Fed Ex Kinko's	Industry - Advanced Business Services
Specialty Graphics	Industry - Advanced Business Services
U-Haul	Industry - Advanced Business Services
UPS	Industry - Advanced Business Services
IKON	Industry – Advanced Business Services
US Airways	Industry - Aerospace
General Dynamics	Industry - Aerospace/IT
Sundt Construction	Industry - Construction
Suntec Concrete	Industry - Construction
Good Neighbor Assistant Living	Industry - Healthcare
Home Instead Senior Care	Industry - Healthcare
Scottsdale Healthcare	Industry - Healthcare
Sunshine Pediatric	Industry - Healthcare
Kushan School of Healthcare Science	Industry – Healthcare
Shadow Mountain Health Care	Industry – Healthcare
Jobing.com	Industry – Healthcare, Advanced Business Services, Bioscience, Aerospace, IT/Software, Hi-Tech Advanced Manufacturing
American Red Cross	Industry – Healthcare/Medical
John C. Lincoln Hospital	Industry – Healthcare/Medical
Allied Tube & Conduit	Industry - High Tech/Advanced Manufacturing
Americus Logistics	Industry - High Tech/Advanced Manufacturing
Business Partner	Industry
Atrium	Industry - High Tech/Advanced Manufacturing
Cardinal Health	Industry - High Tech/Advanced Manufacturing
Checker Auto-CSK Auto	Industry - High Tech/Advanced Manufacturing
Cintas	Industry - High Tech/Advanced Manufacturing
Comfortex	Industry - High Tech/Advanced Manufacturing
Custom Cable	Industry - High Tech/Advanced Manufacturing
Fleetwood Homes	Industry - High Tech/Advanced Manufacturing
MICROSEMI	Industry - High Tech/Advanced Manufacturing
North American Enclosures	Industry - High Tech/Advanced Manufacturing
Schuff Steele	Industry - High Tech/Advanced Manufacturing
Sealy Mattress Co.	Industry - High Tech/Advanced Manufacturing
US Food Service	Industry - High Tech/Advanced Manufacturing
Society for Hispanic Professional Engineers (SHPE)	Industry - Hi-Tech Advanced Manufacturing
Arizona Tooling & Machining Assoc.	Industry – Hi-Tech Advanced Manufacturing
La Buena Onda Radio Station	Industry - Media
Radio Campesina	Industry - Media
Telemundo TV	Industry - Media
AZ Department of Real Estate	Industry - Other
Arizona Realtor's Association	Industry - Other

Dolex Dollar	Industry - Other
Holsum Bakery	Industry - Other
Lively Distribution	Industry - Other
Loomis Fargo Company	Industry - Other
McKesson HBOC	Industry - Other
QuikTrip Corporation	Industry - Other
Ranch Market-Corporate	Industry - Other
Safeway Inc	Industry - Other
Schrieber Foods Inc.	Industry - Other
Southwest Key	Industry - Other
Tosco Marketing - Circle K	Industry - Other
Upper Crust Bakery	Industry - Other
Vangent	Industry - Other
Roomstore	Industry – Service Sector
Maricopa Workforce Connection	One-Stop Career Centers
Ameri-Fab	

2.2 PROGRAM ELEMENTS

Outlined below are the innovative strategies and approaches that the Aspire partners will utilize to ensure the success of each young person enrolled in the program. This section outlines the Aspire Program as a whole and highlights the unique services at individual Aspire partners.

2.2.1 Case Management/Referral

This includes coordinating the applicable services to be delivered to the participant, documenting the participant's achievement of the goals identified in the ISS and motivating youth to remain in school and completing high school, preparing them for possible post-secondary educational opportunities, occupational learning or employment/training opportunities.

The Aspire Partners will provide comprehensive, participant-centered case management services to all enrolled youth. Case managers will be responsible for coordinating appropriate services for specific youth, reducing barriers, documentation of services delivered and outcomes, motivating participants to achieve successful outcomes, coordination and follow up on appropriate external referrals, and preparing youth for next steps. Case management services will be provided during the entire period of enrollment and until follow-up is completed.

One important advantage to our established partnership is that all of the partners operate other programs and services within their agencies that can provide additional assistance to Aspire youth. Each also has existing ties to community resources. VSUW will also use its community ties and partner agencies to augment this existing network. Thus, the project case managers will be able to tap into significant internal and external resources to assist the youth to access the services they need to succeed.

All Aspire case managers will meet monthly as a group to discuss program/participant issues, share lessons learned and best practices, and support one another during project implementation. The case managers will brief one another on the services available at each partner agency and help facilitate access to services for eligible Aspire participants. Another important aspect of these meetings will be to share information about community resources, upcoming job fairs, employer partners and other resources that will benefit youth participants and their families. These sessions will also cover Maricopa County/WIA policies and procedures.

The key people involved in this service include:

- Case Managers from AWEE, CPLC, Friendly House and JAG
- VSUW Aspire Program Manager
- Program Coordinator from AWEE, CPLC, Friendly House and JAG as needed

2.3 Outreach and Recruitment

This includes, but is not limited to, developing and maintaining a public awareness of the WIA Youth Services, goals, opportunities, and eligibility criteria. Aspire will also develop and maintain a network of linkages with other agencies for referral of participants and service delivery, contacting groups which represent potential eligible participants and contacting group of employers who may hire WIA participants. Maricopa Workforce Connections will offer outreach, intake, and suitability/enrollment for out-of-school youth at one of the One-Stop Career Center locations and then refer to a youth contracted provider for continued WIA services.

Each Aspire partner has extensive networks of schools, organizations and community sites they will tap into to recruit eligible youth. Combined, the Aspire partners have contact with more than 75,000 individuals, youth and families each year. Currently, the Aspire Program has its own webpage at www.aspireaz.org, which upon award of the County WIA Contract will be updated to reflect new areas of service. The partners will also update other marketing materials and brochures to include Maricopa County service areas.

The partners plan to take innovative approaches to outreach in order to reach the target young people. JAG will work through current JAG programs and leverage relationships with High School partners to identify eligible in-school youth. AWEE will also utilize a staff presence at the Gilbert One Stop Center to identify potential youth participants. CPLC and Friendly House will give presentations in high school, libraries, Community and Teen Centers, after- school programs and other community based sites.

VSUW and our partners are strengthening ties with local media in order to get the word out about the program. The partners will explore other innovative outreach methods including tapping into technology and communication/social networks that young people use on a regular basis. Aspire partner staff will work with the Youth Council and VSUW PR/Communications Department. Aspire partners will explore developing a page on MySpace or other social networking site. We will explore using text messaging and blogging as communication tools. All materials and approaches will be approved by the County.

The Aspire partners will also tap into word-of-mouth marketing as this has been one of the most effective outreach tools to date. In short, young people who have had a positive, successful experience in Aspire are often our greatest advocates and referral sources. This is also true of the parents of young people, school counselors and others who interact regularly with young people. The Aspire team members plan to tap into this word-of-mouth network to reach young people who can benefit from the program.

The staff involved in service delivery includes:

- VSUW Aspire Program Manager
- Case Managers from AWEE, CPLC, Friendly House and JAG
- Program Coordinators from AWEE, CPLC, Friendly House and JAG
- VSUW Public Relations/Communications staff (in-kind)

2.4 Orientation

This includes informing youth initially of all services available including programs and/or services that are provided by external entities and/or Maricopa Workforce Connections partners. Aspire will include information on enrollment process, assessments, training programs, attendance requirements while in training, and information regarding financial aid and support services. Aspire will make youth aware of the youth development principles practiced and that service and projected outcomes (goals) are customized to meet the individual needs of the youth. Aspire must also adequately assess suitability for the program.

Case managers from the Aspire partners will meet one-on-one with each interested young person to ensure that the program matches the needs/interests of the youth. This orientation will entail explaining the Aspire program, reviewing basic WIA information/program requirements and discussing the level of commitment necessary for successful completion of the program.

The young person will also be given a tour of the Aspire partner facility and introduced to key staff members. This tour/introduction will also include a discussion of participant's rights and responsibilities,

the available supportive and follow-up services, and an explanation of the grievance procedure. If a potentially eligible young person is better suited or lives closer to another Aspire partner agency, the case manager may contact the case manager from the partner agency and make arrangements for the young person to be considered for their program. This may include facilitating transportation if necessary.

The key people involved in delivery of these program components include:

- Case Managers from AWEE, CPLC, Friendly House and JAG
- Staff from the Maricopa Workforce Connection's One Stop Centers

2.5 Eligibility Determination and Registration

This includes registering youth by completing a WIA youth application, verifying family income and information stated, and making determination that the youth meets the eligibility criteria established by WIA, State WIA administration and Maricopa County Human Services Department.

If the participant and case manager both decide that the Aspire program is a good fit, the next step is the intake and initial assessment process. The case manager will work with the participant to determine eligibility and confirm suitability. This includes reviewing family income, barriers, special needs and related eligibility criteria. The case manager will also conduct an initial assessment of education and employment goals, individual objectives, resources/responsibilities for overcoming barriers and related factors.

The key people involved in delivery of these program components include:

- Case Managers from AWEE, CPLC, Friendly House and JAG
- Staff from the Maricopa Workforce Connection's One Stop Centers

2.6 Assessment

A standardized procedure shall be performed to assess the youth in math, language and reading levels. The same pre and post assessment should be utilized on assessing the youth. Assessment tools and scores must directly relate to the educational functioning levels. Aspire will utilize the TABE (Tests of Adult Basic Education). Disabled Youth may be assessed with a current (within 6 month of enrollment into WIA) IEP (Individualized Education Plan). The ISS must reflect a basic skills deficiency in math, reading or language taken directly from the IEP. The post assessment must reflect a reasonable increase in one of the basic educational areas, based upon the capability of the Disabled Youth.

If the young person is determined to be eligible and suitable for the program, the case manager will assess the young person's general skills; in what areas the person needs assistance and conducts a career inventory to determine the youth's interest and skills. For older youth, ages 18-21, Aspire staff may coordinate the intake process with staff from one of the Maricopa Workforce Connection's One Stop Centers. Aspire case managers will also introduce younger participants to services available at the One Stop Centers through visits, tours and possible workshop participation.

Once enrolled, Aspire case managers will assess all youth using the Test for Adult Basic Education (TABE). In addition, each young person will receive career, interests, value and personality assessments as part of the development of their Individual Service Strategy (ISS). The case manager will develop the ISS in partnership with each youth to ensure that the goals and services are youth-driven. If under the age of 18, the case manager will encourage the participation of the young person's parent/guardian whenever possible and appropriate. In the case of older youth ages 18-21, case managers from each Aspire partner may coordinate the development of the ISS in with staff from the Maricopa County One Stop Centers. The Aspire Program will work with the County Workforce Connection staff to clarify this process.

The key people involved in delivery of these program components include:

- Case Managers from AWEE, CPLC, Friendly House and JAG
- Staff from the Maricopa Workforce Connection's One Stop Centers

2.7 Individual Service Strategy (ISS)

This includes an individual competency-based training plan for the Youth participant who shall include an employment/training goal, appropriate achievement objectives and the appropriate combination of services, education and training for the youth based on the data provided by objective assessment. Decisions made and outlined within the ISS are to be done in partnership with the participant and need to incorporate the mandated WIA program elements.

The Aspire partners will utilize the ISS form that is currently used by Maricopa County Workforce Connection. The case managers will work with the youth on each aspect of the form, including participant information, current program services the youth is enrolled in, assessment results, barriers to employment, needed support services, education and employment goals, an explanation of the service mix, documentation of month ISS review, a summary of the service strategy, and participant/parent agreements and signatures.

Case managers from each Aspire partner will be responsible for the development and updating of ISS forms for each client. Partner agencies are committed to contacting clients and documenting client progress, celebrate successes, determine new approaches to recurring barriers, and identify next steps at least every 30 days. If participants move from one Aspire partner location to another, their existing file, including the ISS, will be transferred with them to the partner's program. The case managers from the involved Aspire partners will help facilitate the transition from one program to another and consult one another should any questions arise.

The key people involved in these program components include:

- Youth participants and parents/guardians, whenever possible
- Case Managers from AWEE, CPLC, Friendly House and JAG
- Staff from the Maricopa Workforce Connection's One Stop Centers

2.8 Skill Attainment Training

This includes measurable increase or proficiency in basic skills, work-readiness and occupational skills training for all WIA eligible youth. In order to provide comprehensive workforce development services, all eligible youth should be assessed for deficiencies in one of the three skill attainment areas regardless of age. A core indicator of performance for younger youth (ages 14 – 18) under WIA is the younger youth skill attainment rate. For all younger, in-school and any appropriately assessed out-of-school youth, a minimum of one goal per year (participant year) is required. All youth regardless of age must receive skill attainment training in one of these three areas below, based on individual needs:

Basic Education Skills are defined as those academic skills and abilities necessary and/or beneficial for a person to function successfully in an employment environment. Basic academic areas are Reading Comprehension, Math Comprehension, Language (ESOL participants) and Writing. All participants who are determined to be basic skills deficient (defined as having English, Reading, Writing or Computing Skills at 8.9 or less on a generally-accepted standardized test or a comparable score on a criterion-referenced test) must attend basic skills training. Language (ESOL) participants must be assessed by a pre- and post- assessment until that participant has indicated that they no longer need ESOL services.

Based on TABE results, case managers will work with each participant to find the resources and services that will help to build their basic education skills. For in-school youth, this will be done primarily through the school in which the young person is enrolled including Aspire charter/alternative school partners. When needed, Aspire partners will also provide tutoring and study skills training to help build basic education skills. Out-of-school youth that have not yet graduated will be referred to the most logical and convenient GED program if the young person is not interested in formally returning to school. CPLC will continue to provide in-house GED programs through a partnership with Rio Salado College. Friendly House will work closely with CPLC and other community-based programs to leverage existing alternative education services. AWEE and JAG utilize community resources such as Literacy Volunteers, For Life Community Services and others; as well as strategic partnerships with public and charter schools such as Mesa Public Schools – Crossroads, and Tempe and Marcos de Niza High Schools in Tempe.

Occupational Skills encompass the proficiency to perform actual tasks and technical functions required by certain occupational fields at entry, intermediate or advanced levels. Secondary occupational skills entail

familiarity with and use of set-up procedures, safety measures, work-related terminology, record keeping and paperwork formats, tools, equipment and materials, and breakdown and clean-up routines.

The Aspire partners will arrange occupational skills training services to appropriate youth in line with Maricopa County and WIA procedures. An important factor will be customer/participant choice. The partners will identify appropriate occupational skills training providers through the State's Eligible Training Provider List (Arizona HEAT). We will strive to expose participants to a range of career opportunities with a focus on the Maricopa County target industry clusters. We will also tap into existing relationships such as the Emmanuel Campus of Care and Kushan's health care training programs and our growing partnership with the Arizona Tooling & Machining Association. To expand Aspire partner knowledge, VSUW will invite other eligible training providers to give presentations during meetings of Aspire case managers and program coordinators. Aspire partners will follow the Maricopa County approval process for all occupational skills training.

Occupational skills training may also occur within a work setting. We anticipate that some of the specialized work experiences will focus on the attainment of occupational skills following the basic work readiness skills. Aspire Partners will work diligently with Maricopa County to provide summer employment/occupational training opportunities to participants.

Work Readiness Skills include world of work awareness, labor market knowledge, occupational information, values clarification and personal understanding, career planning and decision-making and job search techniques (resumes, interviews, applications and follow-up letters). They also encompass survival/daily living skills such as using the phone, telling time, shopping, renting an apartment, opening a bank account and using public transportation.

Work Readiness Skills also include positive work habits, attitudes and behaviors such as punctuality, regular attendance, presenting a neat appearance, getting along and working well with others, exhibiting good conduct, following instructions and completing tasks, accepting constructive criticism from supervisors and co-workers, showing initiative and reliability and assuming the responsibilities involved in maintaining a job. Youth must be exposed to and attain all Work Readiness Skills listed below:

Work Readiness 1-6

1. *Making Career Decisions*
2. *Using Labor Market Information*
3. *Preparing Resumes*
4. *Filling Out Applications*
5. *Interviewing/Follow-up Letters*
6. *Survival/Daily Living Skills*

Work Readiness 7-12

7. *Being Consistently Punctual*
8. *Maintaining Regular Attendance*
9. *Demonstrating Positive Attitudes/Behavior*
10. *Presenting Appropriate Appearance*
11. *Exhibiting Good Interpersonal Relations*
12. *Completing Task Effectively*

Work Readiness Skills: All Aspire participants will be assessed for work readiness skills, and if found deficient, will receive training using curriculum that includes the WIA's 12 Work Readiness Skills. For younger youth (ages 14-18), the partners will utilize the curriculum developed by JAG. The partners will use a curriculum developed by AWEE for older youth (ages 19-21). This is another terrific advantage of the Aspire Program. Whenever possible, the partners share best practices, curriculum and materials.

2.8.1 Curriculum for Younger Youth (Ages 14-18)

For younger youth, the partners will utilize the JAG curriculum, which is a comprehensive, evidence-based program that has been developed over 20 years in close coordination with business leaders and teachers. While the Aspire partners may adapt the JAG curriculum to meet participant needs and schedules, each Aspire partner will work with participant on the core competencies in this curriculum. Typically, the JAG curriculum is delivered over a school-year in a classroom setting. However, each Aspire partner will adjust the delivery method to meet the needs of the youth and the operations of each partnering agency.

The JAG curriculum covers the skills necessary for participants to enter the workforce prepared to succeed and align with Arizona's Workplace Standards. In addition, employers formally validated the curriculum's core competencies twice since its development in the 1980's. A summary of the JAG curriculum will include:

- 2.8.1.1 **Career Development Competencies** including identify occupational interests, aptitude, career paths, immediate job goal and other topics.
- 2.8.1.2 **Job Attainment Competencies** including resume development, job search, application letters and forms, telephone interviews, job interviews and other skills.
- 2.8.1.3 **Job Survival Competencies** including appropriate appearance, employer expectations, time management, following directions and other skills.
- 2.8.1.4 **Basic Competencies** including verbal and written communications, and performing mathematical calculations.
- 2.8.1.5 **Leadership and Self-Development Competencies** including team membership, team leadership, delivering presentations, and other skills.
- 2.8.1.6 **Personal Skills Competencies** including understand maturity, basing decisions on values and goals, decision-making, positive attitude, a healthy self-concept for home, school and work and other skills.
- 2.8.1.7 **Life Survival Skills** including determining postsecondary educational options, achieving marketable occupation skills, conducting a job analysis, critical thinking, teamwork, workplace diversity, negotiation, problem solving, personal budgeting and other skills.
- 2.8.1.8 **Work Place Competencies** including punctuality and good attendance, initiative, communicating with customers, listening skills, follow through, reasoning, integrity, enthusiasm, e-mail skills, Internet searching and other skills.
- 2.8.1.9 **Economic Empowerment Competencies** including understanding insurance, money skills, starting a small business, dealing with law enforcement and other skills.

2.8.2 Curriculum for Older Youth (Ages 19-21)

AWEE developed, updated and refined its work readiness skills curriculum since 1981. The agency works with employers and participants to ensure the effectiveness and relevancy of its curriculum and approach. AWEE provides the materials through a series of workshops that engage participants in hands-on exercises to build skills, competencies and confidence. Below is a summary of the AWEE curriculum:

- 2.8.2.1 **Goal Setting:** This workshop is designed to engage participants in the process of setting goals that achieve results. Each individual prepares a plan for the immediate implementation of the action plan and a method of accountability.
- 2.8.2.2 **Effective Work Habits:** This workshop is designed to help participants recognize what is expected behavior in a work setting and to prepare for success in the workplace. They learn about the difference between internal and external customers and the importance of working effectively with both.
- 2.8.2.3 **Setting Direction for Your Career:** This four-hour workshop is designed to engage participants in laying out their own personal career path. It explores the process of change and examines accomplishments in preparation for ultimately writing a resume.
- 2.8.2.4 **Preparing a Verbal Resume** - This workshop engages participants in developing a statement to answer the question often asked in an interview: "Tell Me About Yourself."
- 2.8.2.5 **Preparing a Resume:** This workshop is designed to guide participants through the process of developing a resume. Participants focus on the creation of a summary, explore individual accomplishments, and document work and educational experiences.

- 2.8.2.6 **Letters/Telephone/References:** This workshop engages participants in preparing various forms of business communication used in job search including cover letters and thank you letters. Participants also discuss the use of the telephone and create a reference list.
- 2.8.2.7 **Responding to Job Openings:** This workshop provides participants with the fundamental procedures for accurately and appropriately applying for a job. Participants practice filling out job applications and learn how to search for a job on the Internet, etc. Participants also discuss informal networking.
- 2.8.2.8 **Interviewing:** This workshop is designed to actively involve participants in the process of interviewing both in the networking "information and referral meeting" and actual job interviews. The second focus is to prepare participants for job interviews.
- 2.8.2.9 **Vision for the Future:** This workshop is designed to engage participants in a review of locus of control and how our language affects our thinking. It also offers an opportunity for them to begin forming an idea of where they want to be in the future.

The key people involved in these program components include:

- Case Managers from CPLC, Friendly House and JAG
- Rio Salado Certified Instructors from AWEE
- Program Coordinators from AWEE, CPLC and JAG as needed
- Volunteer workshop presenters from the business community and partner agencies

2.9 Follow-up Services

This element ensures continuity of services and progress towards achievement of participant's goals and performance outcomes. The types of follow-up services provided must be based on the needs of the participant. Aspire will provide follow-up services for a minimum period of twelve (12) months after exit from the programs.

Follow-up services include, but are not limited to:

- 2.9.1.1 *Leadership development activities.*
- 2.9.1.2 *Regular (at least once a quarter) contact with the participant's employer, including addressing work-related programs that arise.*
- 2.9.1.3 *Assistance with securing better paying jobs, career development and further education.*
- 2.9.1.4 *Work-related peer support groups.*
- 2.9.1.5 *Adult mentoring.*
- 2.9.1.6 *Tracking the progress of youth in employment after training.*
- 2.9.1.7 *Assistance with remaining in and completing school.*

Case Managers will be responsible to provide follow-up services to ensure education/job retention, wage gains, and career progress. These services will be focused on the needs of each individual youth and thus may vary per participant. These follow-up services will be available for a minimum of five quarters following formal exit from the program. Case managers will document all follow up services in the Virtual One-Stop System (VOS). Follow-up services will include, but will not be limited to:

- Additional career planning and counseling
- Contact with the participant's employer
- Assistance with work-related issues
- Information about additional educational opportunities and referral to other support services available in the community.

In addition, JAG has specific follow up curriculum in place, including monthly contact with participants and quarterly contact with employers and/or post secondary institutions to ensure participant success.

The key people involved in this service component include:

- Case Managers from AWEE, CPLC, Friendly House and JAG

- Career Development Specialist/Youth Intervention Specialist, Job Developers, Program Assistants from AWEE, CPLC, Friendly House and JAG

3.0 ADDITIONAL PROGRAM SERVICES

VSUW will make the following program services available to eligible participants directly or through linkages and collaboration with other local entities.

3.1 Improving/Educational Achievement:

3.1.1 Tutoring and Study Skills Training:

This element promotes improvement of the basic and study skills which lead to better test scores and overall academic performance. Aspire will structure tutoring and/or study skills training to ensure intensive individualized assistance for youth in need of remediation or skills improvement.

The Aspire partners will ensure that in-school youth participants can access tutoring and study skills training as necessary. The Aspire partners will provide direct services as well as tap into appropriate services available through school and other community partners. The tutoring/study skills training services will enable participants who are in need of remediation or skills improvement to improve basic skills as well as study skills that will lead to better test scores and overall academic performance.

CPLC currently provides space and personnel for tutoring and study skills training on site. Through a partnership with Si Se Puede, participants in Chandler and Mesa will also be able to access tutoring after school at the Foundation offices (see attached letter of support). The JAG program provides study skills training in their curriculum and JAG Coordinators within the schools provide academic remediation which includes peer tutoring, coordination with other teachers, in-class help and summer school or other credit recovery as appropriate.

The key people involved in this service include:

- Case Managers from AWEE, CPLC, Friendly House and JAG
- Program Coordinators from AWEE, CPLC, Friendly House and JAG.

3.1.2 Alternative Secondary School:

Aspire will refer participants for scheduled alternative educational opportunities that are designed to improve the participant's academic performance and will lead to continuation in secondary school or graduation. Aspire shall identify alternative secondary education possibilities (i.e., adult literacy agencies for older youth, etc.) and coordinate the plan for provision of this program element. All out-of-school youth who do not have a GED or high school diploma must enroll in services to attain either a GED or high school diploma.

The Aspire Program has excellent partnerships and relationships with alternative secondary schools as well as special programs within public high schools. Specifically, JAG currently operates its program in high schools in the Paradise Valley, Peoria, Scottsdale and Tolleson School Districts, and will open new programs in Tempe in the fall of 2008.

AWEE has a relationship with Crossroads and Mesa Public Schools and will reach out to these young people about the Aspire program. CPLC works closely with the Tempe Union High School District, Tempe Adult Education program which is connected to the Tempe Multigenerational Center

The key people involved in this service include:

- Case Managers from AWEE, CPLC, Friendly House and JAG

- Program Coordinators from AWEE, CPLC, Friendly House and JAG.

3.2 Preparing for and Succeeding in Employment:

3.2.1 Summer Employment Opportunities:

Aspire will link summer employment opportunities directly to academic and occupational learning. Aspire must develop employment opportunities that are related to each participant's career goal or integrated into the participant's high school education plan.

Aspire shall be responsible for development of summer work sites in public and/or private sector, orientation of work site supervisors and participants, executing work site agreements, maintaining participant timesheets, monitoring work sites and documenting work activities, payment of youth work experience wages at no less than the federal minimum wage rate, completion of I-9 and W-4 forms, and issuing W-2 forms at the end of each year.

The Aspire Partners have a number of strong relationships with employers in the targeted clusters and other industries. These include:

- The Arizona Tooling & Machining Association in the advance manufacturing industry
- John C. Lincoln Hospital, American Red Cross, Kushan School of Healthcare Science, Scottsdale Health Care, and Shadow Mountain Health Care in the health care industry
- General Dynamics and the Society for Hispanic Professional Engineers (SHPE) in the Aerospace and IT industries
- IKON and Fed Ex in the Advanced Business Services
- Roomstore, U-Haul and Safeway in the Service Sector
- Telemundo TV and Campesina Radio in Media
- Jobing.com that covers all industries.

3.2.2 Summer Employment Opportunities

Each Aspire partner will assist youth in obtaining summer employment or summer work opportunities that match the goals and objectives in the ISS. The ISS reporting form will indicate how the employment experience relates to each participant's academic, occupational training and ultimate career goals. Organizing summer employment opportunities will be handled primarily through employer outreach personnel or case managers at each agency through the linkages outlined below. These staff members will also meet regularly to develop and implement coordinated outreach activities, share employer contacts and job leads, and monitor employment results. This will ensure that the Aspire partners are not competing for resources and are sharing linkages with employers in the targeted industry clusters.

The Aspire partners will tap into existing community programs that assist youth in obtaining summer employment. This includes CPLC's extensive summer youth experience that has been in operation for 20 years and AWEE's summer youth employment program. The partners will also utilize any special programs offered through Maricopa County in key cluster industries. The partners are also working on a partnership with Arizona Tooling & Machining Association to develop a summer camp in conjunction with Gateway Community College that will focus on robotics in a youth friendly environment. VSUW is working with our extensive employer/business partner contacts to forge additional linkages between the Aspire Program and the targeted industries.

The key people involved in this service include:

- Case Managers from AWEE, CPLC, Friendly House and JAG
- Summer employment staff at CPLC, Friendly House and AWEE

- VSUW Aspire Program Manager
- VSUW employer/business partners and Arizona Tooling & Machining Association

3.2.3 Work Experiences, Paid and Unpaid:

Work experiences are planned, structured learning opportunities that take place in a workplace for a limited period of time. This element is designed to enable youth to gain exposure to the world of work and its requirements and may include internships and job shadowing. Aspire will develop work experiences that help youth acquire the personal attributes, knowledge, and skills needed to obtain a job and advance in employment. Work experience can provide the youth participant with opportunities for career exploration and skill development not exclusively to benefit the employer. Work experience shall focus around high demand occupations and industry clusters.

Work experience may be subsidized (consistent with wage and hour laws) and may include the following activities:

- 3.2.3.1 *Instruction in employability skills or general workplace skills.*
- 3.2.3.2 *Exposure to various aspects of an industry.*
- 3.2.3.3 *Progressively more complex tasks.*
- 3.2.3.4 *Internships and job shadowing (unpaid work experience) – This activity is designed to provide informational training and experience to determine the participant’s interest in a specific occupation.*
- 3.2.3.5 *The integration of basic academic skills into work activities.*
- 3.2.3.6 *Supported work, work adjustment, and other transition activities.*
- 3.2.3.7 *Entrepreneurship.*
- 3.2.3.8 *Other activities designed to achieve goals of work experience.*

Work experience can occur in the public, private, for-profit, or non-profit sectors where the objective assessment and individual service strategy indicates that work experience is appropriate. Aspire will be responsible for development of work experiences in public and/or private sector, orientation of work site supervisors and participants, initiating work experience agreements with employer(s), maintaining participant timesheets, monitoring work sites and documenting work activities, payment of wages at no less than the Federal minimum wage rate, completion of I-9 and W-4 forms, and issuing W-2 forms at the end of each year.

Youth participants will be provided with planned, structured learning opportunities in a work environment that address individual learning needs, assessment results and the goals and objectives in each participant’s ISS. Partner agencies will be responsible for development of work sites, orientation of work site supervisors and participants, execution of work site agreements, maintenance of participant timesheets, monitoring work sites and documenting work activities, payment of wages at no less than the federal minimum wage rate, completion of I-9 and W-4 forms, and issuing W-2 forms at the end of each year. Work experience activities and outcomes will be documented in case files and on VOS as required.

The Aspire partners will work with existing employer partners to organize and implement these work experiences as well as expand Aspire’s employer partnerships as indicated above. VSUW and partner staff have held positive discussions with Jobing.com, IKON and the Arizona Tooling and Machining Association regarding specific ways we can work together to benefit youth.

Aspire partners will coordinate a variety of activities to prepare participants for work experience assignments. This will include worksite tours and guest speakers from targeting industries to discuss hiring trends and enable participants to practice interview skills. Employer guests/trainers will present sessions on customer service, professional

dress and other work readiness skills as outlined in the JAG and AWEE work readiness curriculums.

In addition, the Aspire partners will organize workplace tours and job shadow experiences for small groups to maximize private sector resources and encourage group learning/sharing among participants and Aspire partner staff. The partners will also organize speakers from employers that offer specific apprenticeship programs and the process for securing these positions.

The key people *involved* in this service include:

- VSUW Aspire Program Manager
- Case Managers from AWEE, CPLC, Friendly House and JAG
- Program Coordinators from AWEE, CPLC, Friendly House and JAG as needed
- Employer volunteer speakers

3.2.4 On-the-job (OJT)

This training provides WIA youth participants the opportunity to receive training while employed and to be paid wages comparable to other employees in similar positions. OJT agreements with Local Workforce Investment Area (LWIA) provide an opportunity for an employer to be reimbursed a percentage of the wages they pay to WIA youth participants, while participants acquire additional job skills. Each OJT contract is designed for a particular participant and the need for training is outlined in the Individual Service Strategy. The Aspire must demonstrate how they will collaborate with businesses in high-demand, high-growth occupations to enhance the career goals of the participant.

The Maricopa Workforce Connections Youth Council will set a minimum percentage standard to ensure that contractors are placing participants in OJT's and WEX's in the identified high-demand, high-growth industry clusters.

The Aspire partners will utilize On-the-Job Training (OJT) opportunities where appropriate *and* with the approval of the County. Through this system, participating employers will be reimbursed for a portion of the wages paid during the pre-defined training period. The partnership will adhere to established Maricopa County standards for requesting OJT contracts.

The key people involved in this *service* include:

- Case Managers from AWEE, CPLC, Friendly House and JAG
- Program Coordinators from AWEE, CPLC, Friendly House and JAG as needed.

3.2.5 Occupational Skills Training

This element includes training youth for a specific occupation related to the local labor market demand or according to the needs identified by local employers. Occupational skills training shall lead to a credential in the field of study (certificate, degree, or diploma) and/or related full-time employment. Aspire will make every effort to utilize a combination of funding sources to pay for this activity. High demand and industry cluster occupations must be reviewed and explored with participating youth. Successful proposers shall utilize career path programs for all occupational training when appropriate.

Aspire partners will provide occupational skills training services to appropriate youth in line with established Maricopa County and WIA policies and procedures. The Aspire partners will utilize several means to expose participants to occupational skills training opportunities and tailor these experiences according to participants' assessment results, ISS and labor market demand. This will include training in classrooms through vocational training, using approved training providers and established procedures for accessing training funds.

Aspire partners have considerable experience working with training providers to help participants prepare for successful transitions in the world of work. AWEE's employability skills workshops offer college credits without requiring additional tuition from the participant or project. CPLC has a relationship with Kushan *School of Healthcare Science*, which operates a pharmacy technician certification course on site at CPLC. VSUW is facilitating partnerships with Jobing.com, IKON and the Arizona Tooling & Machining Association.

The partner agencies will also connect participants with scheduled tours of various *training* entities to help reduce common fears about unfamiliar post-secondary educational institutions. Partner agencies will also facilitate participant's access to ASSET testing as required.

The key people involved in this service include:

- Case Managers from AWEE, CPLC, Friendly House and JAG
- Program Coordinators from AWEE, CPLC, Friendly House and JAG as needed.

3.3 Supportive Services

This can include financial or non-financial assistance provided to the participant in the WIA youth program for personal needs and to enable the participant to continue training, retrain or obtain employment. Aspire must make regular contact with the participant for services to be provided. Support services may include, but are not limited to, transportation, childcare, special services, appropriate work attire or work related tools, materials for disabled individuals and linkages to community services.

Aspire case managers will identify the need for and make appropriate referrals to manage support service needs that will help youth to succeed in the program. This will be accomplished primarily through the development and regular updating of each participant's ISS. Partner agency staff will document all support services in *participant* case files and VOS as required by the Maricopa County. VSUW will also work to link the Aspire partners with its extensive network of VSUW partner agencies that provide a broad array of services. Supportive services and assistance will include:

- Assistance with transportation via bus tickets/passes and food baskets through food banks
- Child care through referrals to community resources such as DES, Association for Supportive Child Care, Friendly House and Early Head Start
- Assistance with family violence issues including referrals to domestic violence shelters and other services
- Housing assistance through CPLC and other community resources
- Legal assistance through the Friendly House and other community resources
- Behavioral health services and counseling through CPLC and Friendly House (see below)
- Access to services through 200+ VSUW partner agencies that provide a wide variety of supportive and community services

The key people *involved* in this service include:

- Case Managers from AWEE, CPLC, Friendly House and JAG
- VSUW Aspire Program Manager

3.4 Career Guidance and Counseling

This element provides the participant with intensive guidance related to career exploration, decision-making, goal setting, personal issues and financial management. If the need is determined appropriate, Aspire will refer the participant to an appropriate organization or counselor who is qualified, experienced and specializes in a particular area. Aspire will be responsible to ensure that, if other sources of funding or services are available, they are coordinated and accessed prior to utilizing WIA funds.

Aspire case managers will provide participants, as needed, with guidance and counseling related to career exploration, personal issues, drug and alcohol abuse, financial management, and goal

setting. Participants in need of such services will be referred to the appropriate Aspire partner staff or counselor who is qualified, experienced, and specializes in a particular area. When such services are not available within Aspire partner agencies, staff will make referrals to appropriate community resources.

Case managers will work to identify other community resources and funding sources for these services such as counseling through AHCCCS/Magellan if youth are eligible, and referrals to CPLC and Friendly House's internal counseling and behavioral health services. VSUW will organize training on behavioral health eligibility by inviting a Magellan representative to a monthly meeting. As case managers identify the need for this service, he/she will update the ISS in partnership with the youth participant. All referrals and services will be documented in case files and within VOS as appropriate. Case managers will follow up on all referrals to ensure the youth receives the needed guidance and/or counseling.

The key people involved in this service include:

- Case Managers from AWEE, CPLC, Friendly House and JAG

3.5 Youth Leadership Development Activities

This element will offer youth development classes and activities to youth participants to develop their skills in career awareness, decision making, communication skills, employment soft skills and becoming active citizens within the local communities. Maricopa Workforce Connections may offer youth leadership development activities as needed.

Activities could include:

- 3.5.1 *Presentations by post secondary and apprenticeship programs*
- 3.5.2 *Community service projects*
- 3.5.3 *Communication and leadership training with peers*
- 3.5.4 *Career and decision making skills*
- 3.5.5 *Employment soft skills and budgeting presentations*

The Aspire partners will establish a Youth Advisory Council comprised of a cross section older and younger youth, in and out of school as well as special populations. The goal is for each agency to nominate at least one youth representative. These young people will play a vital role in providing feedback to Aspire agencies on ways to improve our program and better assist the youth.

The youth representatives will plan community service and leadership projects and organize workshops and seminars that they believe will interest and motivate Aspire young people. Aspire partner staff will assist the Youth Advisory Council in creating an Aspire newsletter through which youth can share success stories, announce upcoming events, or profile an Aspire client or case manager.

In terms of *encouraging* leadership skills in Aspire participants, each Aspire partner will utilize internal and community resources to build the leadership skills of all participating youth. These resources will be shared across Aspire partners in order to maximize the impact and strengthen the partnership. Examples of existing services include:

- AWEE currently offers several workshops focusing on personal/leadership development including Appreciating Diversity, Making Good Decisions, Time Management, and Foundations to Money Management. In addition, AWEE will offer a leadership skills development course for employed individuals.
- JAG youth participants will receive leadership training within the existing JAG curriculum and will attend both the State Leadership and Career Development Conferences. In addition, a JAG Career Association student organization is embedded into all in-school JAG programs. Through the Career Association, student leaders identify the "Program of Work" for the year including community service, career exploration fundraising, and social activities that the students will plan and participate in.

The key people involved in this service include:

- VSUW Aspire Program Manager

- Case Managers from AWEE, CPLC, Friendly House and JAG
- Program Coordinators from AWEE, CPLC, Friendly House and JAG as needed

3.6 Adult Mentoring

This element assists with the youth's continued personal development. Aspire will offer adult mentoring, other than the contractor's assigned staff, to all registered participants. Aspire will be responsible for identifying adult mentors who are interested in the advancement of youth in the community. Adult mentoring activities may include, but are not limited to:

- 3.6.1 *Job shadowing and guidance provided by an adult to assist the participant in increasing his/her academic performance.*
- 3.6.2 *Goal-setting*
- 3.6.3 *Support meetings to increase the motivation of the youth served.*
- 3.6.4 *Career exploration.*
- 3.6.5 *World of work and social skills improvement.*
- 3.6.6 *Participation in community projects.*

The Aspire partners will work with existing mentoring programs in the community to include Aspire participants. This will be accomplished by inviting representatives of youth mentoring programs, such as Big Brothers Big Sisters, to our monthly meetings to discuss the mentoring process and the best ways to link these young people into their programs. VSUW will facilitate these linkages through its on-going Evaluative Learning Project that includes a number of key youth mentor organizations.

The Aspire partners will also utilize work experiences and job placements as opportunities to link the youth with adult mentoring at the job site. This may be the most nature and effective method for creating these supportive situations and exposing the *young* people to positive role models. The Aspire partners will work with our industry partners on this initiative.

The key people involved in this *service* include:

- VSUW Aspire Program Manager and youth mentor program manager
- Program Coordinators from AWEE, CPLC, Friendly House and JAG
- Case Managers from AWEE, CPLC, Friendly House and JAG

3.7 Job Placement

This element ensures that a participant will be placed in a job and retain employment after taking advantage of one or more program activities such as the completion of a certificate training program, work-readiness training, OJT, etc. It is important to place youth in jobs matching their interest and abilities.

Aspire partners will begin job development and job referrals for participating youth when the case manager has determined that *the* youth is job ready. This assessment and corresponding services will intensify approximately four weeks prior to completion of all skills training including work readiness training and/or occupational training. The case managers and/or employment specialists from partner agencies will work with the youth according to their interest and skills and will interface with instructors and other training personnel to ensure appropriate placement for each participant who successfully completes skills training. In addition, the case manager or employment specialist will provide participating youth with job counseling prior to making a referral to a potential employer. Staff will update the ISS and document referrals/services in participant case notes and VOS.

Out-of-school youth participants who are 18 – 21 years of age, or who are under the age of 18 and have obtained a GED, will require a more concentrated job development strategy in order to ensure development of career-path employment opportunities in the targeted industry clusters. Participants will be actively involved in their job *search* and will work closely with partner case managers or employment specialists to identify job leads and arrange interviews. Job development is an integral component of the total program for all participants but this is

particularly true for older youth. Staff will update each participant's ISS and document referrals/services in participant case notes and VOS.

The key people involved in this service include:

- Case Managers/Employment Spec. from AWEE, CPLC, Friendly House and JAG
- Employer partners including the Arizona Tooling & Machining Association

3.8 Unique Leadership Activities

The Aspire partners, having worked together for the past three years, have developed similar methods as a result of best practice *sharing* and staff training. The distinctions between each Aspire partner are evident in the populations they target, as well as the partnerships they have established in each targeted community. Aspire will work to leverage the highest quality of service to the business and community partners that fall in Maricopa County.

Staffing

Based on the experiences of the past three years, the Aspire partners recognize that staffing is a critical *element* of WIA youth services. Through these individuals, eligible youth will find the support system they need to overcome the often multiple barriers they are facing. Staff selected must be able to balance direct work with at-risk youth, while also maintaining comprehensive documentation of services both in hard copy and in the Virtual One-stop system. In general, each Aspire partner will employ a Program Manager, and Case Managers/Jobs Specialists who will work directly with the youth to delivery and document WIA services. In addition, Valley of the Sun United Way provides staff support to all of the Aspire partners in the areas of Collaborative coordination, staff training, coordination with Maricopa County staff, reporting and monitoring/evaluation, as well as an Accountant to process partner invoices and conduct financial monitoring of each site. Following are staffing details for each Aspire Partner:

- AWEE will provide a Career Development Specialist (CDS) who will provide all WIA service elements in conjunction with various community partners. This CDS would be available to deliver services out of the Chandler/Gilbert One Stop Center; and would also work with the Crossroads center in Mesa and Escalante Center in Tempe. This individual would be supervised by the existing Project Director.
- CPLC will have one case manager that will service the Chandler community through the Si Se Puede center and the Tempe community. This case manager will also be able to deliver services out of the Chandler/Gilbert One Stop Center. CPLC will also utilize interns and/or part-time support to assist the case management staff with outreach/recruitment and data/file management. This individual will be supervised by the CPLC Program Coordinator for all workforce development programs which will be partially supported by Maricopa WIA funds.
- Friendly House will provide at least one dedicated case manager who will provide all WIA services to eligible participants. This case manager will be available to deliver services out of the Vista del Camino and the Paiute Neighborhood Center areas. WIA funds will partially support a Program Coordinator who will supervise the case management staff.
- JAG will provide one Aspire Coordinator that will serve East Valley participants. JAG will also leverage JAG Coordinators that are currently (or will be) placed in each of the JAG Partner High Schools in the Tempe and Scottsdale areas. These JAG Coordinators currently conduct a year long, for-credit class utilizing the JAG curriculum. Through the JAG class, eligible participants will receive skills training above and beyond the required WIA work readiness skills. In addition the coordinator will work diligently with them to increase basic skill levels through credit attainment, increased aims scores, and ultimately through high school graduation. JAG/Aspire Coordinator will work closely with the existing JAG Coordinators to provide WIA specific support outside of the classroom, managing enrollment and eligibility determination, development of the ISS, assessment, and documentation of skill attainment and follow up, and overall file and data management.

Another advantage is that the Aspire program will provide staff training to partner agencies. This includes regular meetings of case managers and program coordinators that not only review project

status but also include substantive content. It is also our intent is to provide opportunities for newer case managers to shadow experienced case managers and organize training on operating a successful collaborative through VSUW partners such as Arizona State University, which has been assisting VSUW with other collaborative initiatives. We will also invite business representatives to discuss industry opportunities, employment qualifications and related topics. Aspire program coordinators and case managers will brief one another on the services available through each partner agency in order to facilitate cross referrals. VSUW will also tap into its partner agencies to present on other support services available in the community.

Additional *staff* training efforts will include:

- Partner agencies will encourage staff to attend relevant conferences and seminars to build their skills as resources allow
- Partners will cover the cost of membership in professional organizations as resources allow
- The Friendly House currently covers the cost of National Association of Workforce Development Professionals (NAWDP) and Networking Employment and Training Professional Association (NETPA) professional certification programs. Other Aspire partners will be encouraged to pursue as resources allow.
- New staff members will mentor and shadow an experienced Aspire case manager and be available to one another for assistance.
- Aspire partner staff will be strongly encouraged to attend City meetings and training sessions on the WIA system and services.

3.9 Participant selection

Identification and selection of eligible WIA participants is one of the most challenging elements of WIA program service delivery. Often those individuals who demonstrate many of the WIA youth barriers may not meet specific eligibility criteria such as income level or citizenship status. In other instances, youth who meet the eligibility criteria may not be suitable for WIA services for one reason or another. Within the WIA eligibility guidelines, the Aspire partners will look to identify participants with one or more of the following barriers:

- Deficient in basic literacy skills
- Homeless, runaway or foster child
- Pregnant and/or parenting
- High school dropout
- Offender
- An individual who requires additional assistance to complete an educational program or to secure and hold employment.
- Occupational skills deficient
- Over age and under-credited
- Deficient in at least 5 of the 12 work readiness skills
- Requires reasonable accommodations for special needs as addressed in Section 504 of School Law
- Limited English speaking
- Determined to be “At-risk” by the Local Education Agency

In addition to the prescribed eligibility criteria, the Aspire partners will consider the following when determining the suitability of potential youth participants:

- Is the youth ready to enter the Aspire program?
- Has the youth been previously registered and/or exited from the WIA youth program?
- Is the youth (or youth’s family) planning to move out off the area within the next six months?
- Does the youth have any pending legal issues? What are they?
- Does the youth have barriers that are too great for allowable WIA services to overcome?
- Has the youth demonstrated motivation and commitment during pre-enrollment activities (i.e. making scheduled appointments, etc.)?
- Has the youth followed through with required documentation?
- Is the youth only seeking “a job” or summer employment?

- Is the youth only seeking tuition or training reimbursement?
- Is the youth aware of the expectations of the follow up phase and committed to maintaining contact with program staff for the full 12 month period?

These questions are designed to guide the case managers and enrollment specialists through selection of participants that will most benefit from WIA services as well as be most likely to remain committed to completing program elements and ensuring successful attainment of performance measures.

Each of the Aspire partners has expertise in serving special populations as well as the general in and out-of-school youth populations. Whenever feasible and in the best interest of the participating youth, it is our intent to serve all youth who seek Aspire services. A summary of the Aspire partners' expertise includes:

Agency	Target Population for Aspire Program	Expertise/Experience with Special Populations
AWEE	In and out-of-school general youth	Pregnant and parenting teens Youth of incarcerated parents
CPLC	In and out-of-school general youth	Pregnant and parenting teens Youth offenders
Friendly House	In and out-of-school general youth	School drop outs Youth offenders
JAG	In and out-of-school general youth	Homeless youth School drop outs

3.9.1 Timeline Frame For Each Activity

- One of the key elements of WIA services is that each program element is customized to fit the needs of the individual participant. In order to achieve this goal, most of the services offered by the Aspire partners are flexible in terms of their timeframe. The specific timeframe for each activity will be defined in the Individual Service Strategy that is developed for each participant. Each Aspire partner does have certain service elements that are bound by certain timeframes, these are listed below:
- AWEE currently offers beginner work readiness workshops at least once a month at various locations in the East Valley.
- CPLC will offer a GED course in partnership with Rio Salado College, while even the GED classes are flexible in nature, they will typically take 8-12 weeks to complete. Work readiness classes will include a minimum of 12 hours of instruction broken up over 2-6 days depending upon the needs and availability of the youth. Advanced work readiness workshops on various topics will be held on a quarterly basis to continue to engage currently enrolled and follow up youth.
- JAG classes coincide with the school year as defined by each school district partner. The JAG class which will provide skill development in work readiness, leadership and basic skills will run for a full school year, typically August through May. While there may be exceptions, most all WIA participants served by JAG will participate at least in the comprehensive JAG in-school program for at least one school year.

4.0 Overall program/services

Over the past four years, the Aspire Partners have worked to develop programs and services that specifically fulfill the required WIA service elements. In addition to these specific services, each of the Aspire Partners have been serving Maricopa County communities for decades, in the areas of education,

community development, youth development, employment and training, and housing. Through these years of vast experience, each partner brings additional program elements to the WIA service mix to enhance the overall experience and long-term success of each participant.

- AWEE has recently engaged an in-house licensed attorney who will be available to any WIA youth participant who may be facing legal challenges. The staff attorney can assist with family reunification, housing issues, or provide general legal information to clients.
- CPLC has a long history of supporting and serving the Hispanic/Latino community. Through that work they are currently operating the Cultural Pride Linking Communities Program in Tempe and Chandler. This program utilizes culture as a basis for engaging youth at risk of dropping of school or who are engaged in delinquent/criminal activity. Through this program youth will have additional opportunities to develop cultural competency and participate in mentoring, life and leadership skill development and parent/family education.
- Friendly House plans to expand a currently operating financial literacy program to WIA youth. The FDIC Money Smart program is used by Friendly House with adult education and workforce development clients, and provides training on budgeting, savings, loans, credit and other key money management concepts.
- JAG: In addition to the comprehensive delivery of the JAG curriculum through the in-school program, all JAG students and WIA youth participants have the opportunity to participate in the Leadership Academy. JAG's leadership academy includes: a Regional Leadership Development Conference for all elected student association officers; the National Student Leadership Conference in Washington D.C., for twelve youth selected through an application process by the JAG Board of Directors; and the Career Development Conference, JAG's finale event, attended by all JAG students across Arizona, comprised of workshops and competitive leadership events.

4.1 Necessary resources

The Aspire partners fully recognize the role that all aspects of a community play in positive youth development. Taking that into considering, these partners will continue to reach out to various community organizations, businesses, schools and educational entities, government programs as well as individuals, as partners, in order to provide the most comprehensive services to WIA youth participants. These collaborative partners are the most critical resource for providing these services.

4.2 TECHNICAL REQUIREMENTS

In-School Youth: The goal of in-school youth programs is that all participants remain in school and improve basic academic skills, soft skills and occupational skills as a result of participation in the program.

The following two sets of objectives are based on the participant's age at time of registration: Younger youth, ages 14 to 18; and older youth, ages 19 to 21.

4.2.1 Younger youth objectives, which include but not limited to:

- 4.2.1.1 Remain in school
- 4.2.1.2 Earn a high school diploma or equivalent
- 4.2.1.3 Achieve basic skills, job readiness skills, and occupational skills goals
- 4.2.1.4 Enter post-secondary education
- 4.2.1.5 Obtain advanced training and employment
- 4.2.1.6 Enter the military
- 4.2.1.7 Seek qualified apprenticeships

Out-of-School Youth: The goal of out-of-school youth programs is that all participants improve basic academic skills, soft skills and occupational skills as a result of participation in the program.

4.2.2 Older youth objectives, which include but not limited to:

- 4.2.2.1 Earn a credential (a diploma, GED, or other industry recognized certificate)
- 4.2.2.2 Obtain occupational skills training
- 4.2.2.3 Enter employment or post-secondary education

- 4.2.2.4 Enter the military
- 4.2.2.5 Seek qualified apprenticeships
- 4.2.2.6 Remain employed or in school

VSUW is required to provide the following Workforce Investment Act (WIA) elements directly, through a subcontractor(s), or through a non-financial collaborative partnership(s).

- A. Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies.
 - B. Alternative secondary school offerings.
 - C. Summer employment opportunities directly linked to academic and occupational learning.
 - D. Paid and unpaid work experiences, including internships and job shadowing.
 - E. Occupational skill training in demand occupations.
 - F. Adult mentoring for duration of at least twelve (12) months that may occur both during and after program participation.
 - G. Follow-up services.
- 4.3 VSUW will accommodate for the *In-School* category of service and will be required to maintain a minimum of seventy-five (75) percent participation by youth ages 16-21 and no more than twenty-five (25) percent participation by youth ages 14-15. Percentages should be calculated based on the proposed total number to be served.
- 4.4 *VSUW may be required to assume carryover participants from existing caseloads from current program year. Carry-overs are Workforce Investment Act youth participants that have been enrolled in the WIA program during previous program years. VSUW must project to include carry-overs in their total number of youth to be served. Carry-overs do not include WIA youth that have been exited from the WIA program in previous program years; however, follow-up services must be provided with these youth for twelve (12) months from the date of program exit. Although not counted in the total number of youth to be served, VSUW should budget for follow-up activities for these additional youth requiring services.*

As stated, follow-up services must be provided for twelve (12) months from the date of program exit, these follow-ups are not considered total number served. To assist with the successful follow-ups MCHSD will offer a total of \$500 per youth for successful follow-ups during the program year (July 2008 to June 2009); payments will occur on a *quarterly* basis at \$125 per quarter as long as the youth is reflecting positively on performance in at least one performance measure. MCHSD staff will review performance documents and VSUW will be required to provide names, dates and other relevant information to review appropriateness of payments.

4.5 **Program Measurements**

Workforce Investment Act (WIA) performance levels are annually negotiated between the Maricopa County Human Services Department (MCHSD) and the State. During the contract term, performance requirements may be subject to change as a result of changes in Federal law and WIA reauthorization.

All measures listed below are measured at exit and post-exit with the exception of the Younger Youth Skill Attainment.

WIA Youth Performance Measures	Performance Levels	Measurement
Younger Youth		
Skill Attainment	83%	The number of goals that are attained (completed) within one year of being set for younger youth. The goal(s) may be a basic skills goals, work readiness skills goals, and/or occupational skills goals depending on the needs of the participant. Younger youth that are

		basic skill deficient must have at least one basic skill goal.
Diploma or Equivalent Attainment	58%	Younger youth who are not in high school at exit must have attained a high school diploma or equivalent (GED) by the end of the 1 st quarter after exit.
Retention	64%	Younger youth who are not in high school at exit must be in one of the following activities in the 3 rd quarter after they exit the program: post-secondary education; advanced training; employment; military service; or qualified apprenticeship.
Older Youth		
Entered Employment	73%	Older youth who was not employed at registration and not enrolled in post-secondary education or advanced training in the 1 st quarter after exit, must be employed in the 1 st quarter after exit
Retention	84%	Older Youth, who are not employed at registration and not enrolled in post-secondary education or advanced training in the 3 rd quarter after exit, must be employed in the 3 rd quarter after exit.
Earnings	\$4,050	Applicable to older youth who are employed in the 1 st quarter after exit and not enrolled in post-secondary education or advanced training in the 3 rd quarter after exit.
Credential	50%	Older youth must enter employment, post-secondary education or advanced training in the 1 st quarter after exit and have received a credential (high school diploma, GED, post secondary degree/ certificate, licensure, etc.) by the end of the 3 rd quarter after exit.

Congress has not passed the reauthorization for WIA. Reauthorization may require some adjustments to performance outcomes, service levels, etc. Upon reauthorization, Common Performance measures may replace the existing regulatory measures. It is anticipated that Maricopa Workforce Connections will negotiate Common Measures with the Arizona Department of Economic Security during the contract period. Common Measures seek to use a single set of measure for all Department of Labor programs.

Aspire partners will strive to successfully achieve the performance measures outlined by the Maricopa Workforce Connection, including skill attainment at 83%, diploma/equivalent at 58%, retention at 64%, entered employment at 73%, retention in employment at 84%, earnings at \$4,050 and credentials at 50%. Aspire case managers will keep careful case notes for each enrolled youth, update the ISS on a regular basis and enter appropriate information in the Virtual One-Stop System (VOS). In addition to the above performance measures, some of the criteria for success that case managers will monitor include:

- Attainment of goals in the ISS
- Successful completion of work readiness skill training and post-test
- Positive feedback on workforce skills by employers that provide youth work experiences
- Positive feedback from employers on job shadowing experiences or adults mentors
- Revisions to ISS goals that include additional training or education
- Improved TABE results in reading, math or language
- Completion of a WIA-approved certification program
- Successful attainment of employment and retention of employment

4.6 DATA ENTRY / DATABASE ACCESS

VSUW will ensure accurate and timely input of applicant and participant data in the Virtual One-Stop (VOS) data management system or other state-wide database system and will maintain both electronic and hard-copy records of all registered youth. Initial system applications will be entered by case managers. Subsequent data entry for all participants will be performed by the assigned Career Advisor. VSUW will establish certain quality controls to ensure the accuracy and timeliness of the data entered, to include review and validation by the County WIA Program Coordinator prior to data entry and internal monitoring of active electronic files. A monthly review of hard-copy files will also occur to ensure uniformity between electronic and hard-copy files. VOS printouts, which will reflect entry into and/or completion of activities and outcomes associated with appropriate pay points will be submitted with invoices as pay for performance documentation.

Valley of the Sun United Way and all of the Aspire Partners understand the requirements for data entry and record keeping. For the past three years, each of the Aspire Partners has utilized the VOS system to maintain files. In addition, Valley of the Sun United Way assisted the City of Phoenix in the development of an Introduction to VOS training program to be utilized with new case management staff. This training program is still utilized today by Valley of the Sun United Way to ensure that case managers have a full understanding of the Virtual One Stop system and related policies and procedures.

4.7 Reporting and Evaluation

Aspire will be responsible for submitting monthly and quarterly reports to Maricopa County staff and other reports as deemed necessary. MCHSD will provide the reporting criteria to the provider at the time of contracting.

Aspire will be monitored on a quarterly basis by Maricopa County and/or City of Phoenix as necessary. Aspire will have ten (10) business days to respond to the quality assurance report.

The Aspire Program has a number of systems in place to document program performance and outcomes and encourage continuous improvement. These include:

- Weekly written reports that will be consolidated and shared with Maricopa County.
- Monthly meetings of case managers and program coordinators to share best practices and resources, learn about employers/industries and related information.
- Monthly customer satisfaction surveys and calendars of program activities/events
- Quarterly reports showing the progress toward each agency's goals and common goals for Aspire partners.
- Regular review of VOS reports as well as review of State unemployment insurance system to review participants' earnings history.
- Review of the city's quarterly Status Report that the Aspire partners will use to improve the program.

In order to demonstrate achievement of the stated objectives, the Aspire Program has a number of systems in place to document program performance and outcomes. It is our intent to utilize and enhance these existing documentation and data systems. These include:

- Every week Aspire agencies will submit a Providers' Weekly Report to VSUW that reports on their Work Plan objectives. The VSUW program coordinator will consolidate this information into one report and submit it to the Maricopa County in accordance with stated reporting procedures.
- Every month Aspire agencies will submit customer satisfaction surveys as well as resource room sign-in sheets to VSUW. They also prepare calendars of program activities/events and updated client rosters that specify the following: in-school or out-of-school, older or younger youth, income eligibility (5% reports), basic skills deficiency and follow-up status. This follow up status is particularly important as many performance measures come into play after a participant exits the program. VSUW reviews and maintains a copy these

reports and forwards a copy of the calendars, customer surveys, resource room sign-in sheets to the County in accordance with stated reporting procedures.

- Every quarter, Aspire agencies will submit an updated copy of their WIA Workplan showing the progress toward their goals and a Common Organizational Goal report that indicates how well they are maintaining their files (hardcopy file and VOS records.) Agencies also outline what they are doing to correct any discrepancies. VSUW staff reviews these reports and will submit to the County according to report procedures.
- The Aspire collaborative will make use of the reports that VOS has to offer in order to achieve and/or exceed the WIA negotiated levels of performance for the youth measures.
- Every quarter, VSUW/the Aspire Partnership would like to receive a Status Report that evaluates the program in three categories: 1) Attainment of Federal Performance Measures and Expenditure and Service Levels; 2) Program and Fiscal Monitoring Outcomes; and 3) Agency WIA Workplan, Monthly/Quarterly Reports and Weekly reports. We utilize this feedback for continuous program improvement

4.8 Facilities

Valley of the Sun United Way will provide full-time presence through one of their subcontractors at the Maricopa Workforce Connections Gilbert Career Center five days a week.

- 4.8.1 **Valley of the Sun United Way:** VSUW is the lead agency and is located at 1515 E. Osborn Road, Phoenix AZ 85014. VSUW will host program coordination meetings/training but will not be a services site for youth participants. The office is open Monday-Friday from 8am–5pm and is closed: New Year’s Day, Martin Luther King Day, President's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving, and Christmas Day.
- 4.8.2 **Arizona Women’s Education & Employment:** AWEE provides Aspire services at the following sites: 3336 North 32nd Street, Phoenix AZ 8518 and 914 W. Hatcher, Phoenix, AZ 85021. AWEE’s program targets youth from Chandler, Gilbert, Mesa and parts of Tempe. In order to provide geographically centered services, AWEE will provide staff for the Chandler/Gilbert One Stop Center, as well as through community partners which may include the Escalante Center in Tempe – 2150 E. Orange St, Tempe, Arizona 85281; and Crossroads in Mesa - 535 South Lewis, Mesa, Arizona, 85210. These offices are open Monday-Friday from 8am – 5pm and are closed: New Years Day, Martin Luther King Day, President's Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving, and Christmas.
- 4.8.3 **Chicanos Por La Causa:** CPLC’s administration and management of workforce development programs occurs through the Westside Workforce Development Center (WWDC) at 2916 North 35th Avenue, Suite 5, Phoenix, AZ 85017. In order to provide geographically appropriate services, CPLC will work in partnership with Si Se Puede – 497 W. Ray Rd, Chandler, AZ. This facility is open Monday-Friday 8 am-5pm. The office is closed: New Years Day, Cesar Chavez Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving, and Christmas Day.
- 4.8.4 **Friendly House:** Friendly House’s central office is located 802 South First Avenue, Phoenix, AZ 85030. For services in the East Valley, Friendly House will partner with the Paiute Neighborhood Center (6535 E. Osborn Rd, Scottsdale, AZ 85251) and Vista Del Camino Center (7700 E. Roosevelt St., Scottsdale, AZ 85257), based in south Scottsdale. The Friendly House youth services office is open Monday-Friday 8 am-5pm and is closed the following holidays: New Year’s Day, Martin Luther King Day, President's Day, Cesar Chavez Day, Memorial Day, Independence Day, Labor Day, Thanksgiving, and Christmas Day.
- 4.8.5 **Jobs for Arizona Graduates:** JAG’s central office is located at 1395 N. Hayden, Suite 160, Scottsdale, AZ 85257; however the majority of services will be delivered at the high schools where JAG will be operating programs for the 2008/2009 school year. In the East Valley, these include: Coronado High School 2501 N. 74th Street, Scottsdale;

SERIAL 08007-RFP

Paradise Valley High School 3950 E. Bell Rd, Phoenix; Marcos de Niza High School 6000 S. Lakeshore Drive, Tempe; and Tempe High School 1730 S. Mill Ave, Tempe. All school sites are open according to the school calendar but case management continues throughout the year. The JAG office is open 8am-5pm Monday – Friday and is closed the following holidays: New Year's Day, Martin Luther King Day, President's Day, Cesar Chavez Day, Memorial Day, Independence Day, Labor Day, Thanksgiving, and Christmas Day.

EXHIBIT B-1

PROGRAM DEFINITIONS OF TERMS

1. **Advance Training** - This is an occupational skills employment/training program, not funded under Title I of the WIA, which does not duplicate training received under Title I. It included only training outside of the One-Stop, WIA, and partner system (i.e., training following exit). (Please note: this term applies to the current WIA younger youth measures only, it does not apply to the common measures).
2. **Advanced Training/Occupational Skills Training** – An organized program of study that provides specific vocational skills that lead to proficiency in performing actual task and technical functions required by certain occupational fields at entry, intermediate, or advanced levels. Such training should: (1) be outcome-oriented and focused on a long-term goal as specified in the Individual Service Strategy, (2) coincide with exit rather than short-term training that is part of services received while enrolled in ETA-funded youth programs, and (3) result in attainment of a certificate.
3. **Allowable Cost** – Those costs, which are necessary, reasonable, allocable and allowable under applicable Federal, State and local law for the proper administration and performance of serves to customers.
4. **Alternative Secondary School** – Alternative educational opportunities to assist the youth in achieving academic performance, continuation of education, or attainment of a general equivalency diploma.
5. **Applicant** - An individual who is applying for services under the Workforce Investment Act of 1998 (WIA).
6. **Barriers to Employment** – Characteristics that may hinder an individual's hiring, promotion or participation in the labor force.
7. **Basic Skills Deficient** – The individual computes or solve problems, reads, writes, or speaks English at or below the eighth grade level or is unable to compute or solve problems, read, write, or speak English at a level necessary to function on the job, in the individual's family, or in society. (Please note: this term applies to the current WIA statutory youth measures only, it does not apply to the common measures).
8. **Basic Skills Goal** – A measurable increase in basic education skills including reading comprehension, math computation, writing, speaking, listening, problem solving, reasoning, and the capacity to use these skills.
9. **Career Exploration** - A service offering exploration activities to assist the individual in decision-making and goal setting who may have experienced unstable or limited work history, limited knowledge of career options and opportunities, or indecision as to vocational training and/or employment career paths.
10. **Case Management** - A client-centered process through which the individual applying for and/or receiving services is determined in need of appropriate services and/or benefits which are identified, planned, obtained, provided, recorded, monitored, terminated, and follow-up provided where and when appropriate. Any referrals with other youth agencies or partners shall be documented and coordinated to ensure youth receives appropriate resources and services.
11. **Certificate** - A certificate is awarded in recognition of an individual's attainment of measurable technical or occupational skills necessary to gain employment or advance within an occupation. These technical or occupational skills are based on standards developed or endorsed by employers. A certificate is awarded in recognition of an individual's attainment of technical or occupational skills by:
 - A state educational agency or a state agency responsible for administering vocational and technical education.
 - An institution of higher education. This includes community college, proprietary schools, and all other institutions of higher education that are eligible to participate in federal student financial aid programs.
 - A professional, industry, employer organization, or a product manufacturer or developer using a valid and reliable assessment of an individual's knowledge, skills, and abilities.
 - A registered apprenticeship program.
 - A public regulatory agency, upon an individual's fulfillment of educational, work experience, or skill requirements that are legally necessary for an individual to use an occupational or professional title or to practice an occupation or profession.

- A program that has been approved by the Department of Veterans Affairs to offer education and training to veterans and other eligible persons under provisions of the Montgomery GI Bill.
 - Office of Job Corps.
 - Institutions of higher education which is formally controlled, or has been formally sanctioned, or chartered, by the governing body of an Indian tribe or tribes.
12. **Co-Enrollment-** The state of being a participant in two or more programs at the same time period of time.
13. **Collaborative Partnership** - A group of organizations, agencies, businesses, schools, etc., that have formed a collaborative effort to provide all youth program services required by WIA. Collaboration includes client referrals, sharing of information, coordination of activities, curricula, use of resources, joint planning, joint case management, shared costs/resources, service delivery, etc. References to “Collaborative Partnership” should include the “lead” entity/agency and/or fiscal agent.
14. **Common Measures** – Measurable factors of extreme importance to the local workforce investment area in achieving the strategic goals, objectives, vision and values that if not achieved would likely result in significant decrease in customer satisfaction, employee morale, financial management and outcome attainment.
- **Placement in Employment or Education:** *Of those who are not in post-secondary education, employment, or the military at the date of participation:* The number of participants who are in employment or the military or enrolled in post-secondary education and/or advance training/occupational skills training in the first quarter after the exit quarter divided by the number of participants who exit during the quarter.
 - **Attainment of Degree or Certificate:** *Of those enrolled in education (at the date of participation or at any point during the program):* The number of participants who attain a diploma, GED, or certificate by the end of the third quarter after the exit quarter divided by the number of participants who exit during the quarter.
 - **Literacy and Numeracy Gain:** *Of those out-of-school youth who are basic skills deficient:* The number of participants who increase one or more educational functioning levels divided by the number of participants who have completed a year in the program **plus** the number of participants who exit before completing a year in the program.
15. **Competency Contract** - A contract listing minimum educational requirements that the participant must attain to allow entrance into or successful completion of an occupational training component.
16. **Contract** - The document and all attachments which explain the responsibilities of the parties involved; an Intergovernmental Agreement serves the same purpose as a contract except that the agreement is between two or more government entities.
17. **Contractor** - The person, firm, or organization listed on the Cover Page of a contract.
18. **Core Services** – Services that One-Stop Career Centers are responsible for providing to all youth, adults and dislocated workers under WIA. Core services include initial assessment of skill levels, job search and placement assistance, provision of labor market information, provision of information about the performance and cost of education and training providers in the area, career counseling, information about filing unemployment compensation claims, assistance in establishing eligibility for welfare-to-work programs, information relating to the availability of supportive services such as child care and transportation, and follow-up counseling services after someone becomes employed. WIA mandates universal access to core services.
19. **Counseling** - A process of supportive intervention and/or guidance which assists persons to recognize their needs, opportunities, strengths, and/or limitations; to make decisions and to follow a course of action that is in harmony with the chosen decision.
20. **Credential** – Nationally recognized degree or certificate or state/locally recognized credential. Credentials include, but are not limited to, a high school diploma, GED or other recognized equivalents, post-secondary degrees/certificates, recognized skill standards, and licensure or industry-recognized certificates.

21. **Date of Participation** - Represents the first day, following a determination of eligibility, that the individual begins receiving a service funded by the program.
22. **DES** - The Arizona Department of Economic Security.
23. **Diploma** – A credential that the Arizona State Department of Education accepts as equivalent to a high school diploma.
24. **Disability** - A physical, mental, learning, or emotional /behavioral disability.
25. **Division** - The Human Services Department’s Workforce Development Division.
26. **Drop-out** - An applicant who is not attending any secondary school and who has not received a high school diploma, G.E.D. certificate, or equivalent.
27. **Economically Disadvantaged** - An individual who meets any of the following criteria:
 - Receives, or is a member of a family which receives cash welfare payments under a Federal, State, or local income-based public assistance program including: welfare or Temporary Assistance for Needy Families (TANF) program in Arizona, GA, SSI, Refugee Assistance, and local forms of other cash assistance; or
 - Has received, or is a member of a family which has received a total family income for the six month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, welfare payments and other listed exclusions) which, in relation to family size, was not in excess of the higher of:
 - the official Poverty Level, or
 - 70% of the Lower Living Standard Income Level, or
 - Is receiving food stamps pursuant to the Food Stamp Act of 1977; or
 - Meets the definition of a homeless individual under the Stewart B. McKinney Homeless Assistance Act; or
 - Is a foster child on behalf of whom State or local government payments are made; or
 - In cases permitted by the Secretary of Labor, or by State rule, is a disabled individual whose own income meets the requirements, but who is a member of a family whose income exceeds the requirements.
28. **Educational Assessment** – A standardized procedure shall be performed to assess the youth in math, language and reading levels. The same pre and post test should be utilized on assessing the youth. Assessment tests and scores must directly relate to the educational functioning levels. Contractors are encouraged to utilize the TABE (Tests of Adult Basic Education). Testing must be administered by the date of participation.

Disabled Youth may be assessed with a current (within six (6) months of enrollment into WIA) IEP (Individualized Education Plan). The ISS must reflect a basic skills deficiency in math, reading or language taken directly from the IEP. The post assessment must reflect a reasonable increase in one of the basic educational areas, based upon the capability of the Disabled Youth.
29. **Educational Gain** - At post-test, participant completes or advances one or more educational functioning levels from the starting level measured on entry into the program (pre-test).
30. **EEO** – Equal Employment Opportunity
31. **Eligibility Determination** – The act of determining eligibility for WIA youth services utilizing guideline established by WIA, state WIA administration and Maricopa County Human Services Department.
32. **Eligible Youth** - Not less than 14 years of age and not more than 21 years of age on the date of WIA registration; is an economically disadvantaged individual and has one or more of the following:
 - Deficient in basic literacy (reading, writing, math skills)
 - Secondary school dropout
 - Homeless, runaway, or a foster child
 - Pregnant or a parent

- Offender
 - Individual who requires additional assistance to complete an educational program or to secure and hold employment
 - Individual who is defined “at-risk” by MWC based upon assessment of skill needs, barriers, and/or referral from:
 - Juvenile Justice Court System
 - Youth Services program providers
 - Local Education Agencies
33. **Employed at Registration** - An employed individual is one who, during the seven consecutive days prior to registration, did any work at all as a paid employee, in his or her own business, profession or farm, worked 15 hours or more as an unpaid worker in an enterprise operated by a member of the family, or is one who was not working, but has a job or business from which he or she was temporarily absent because of illness, bad weather, vacation, labor-management dispute, or personal reasons, whether or not paid by the employer for time off, and whether or not seeking another job.
34. **Employed in Any Quarter After the Exit Quarter** – The individual is considered employed if UI wage records for the quarter after exit show earnings greater than zero. UI wage records will be the primary data source for tracking employment in the quarter after exit. When supplemental data sources are used, individuals should be counted as employed if, in the calendar quarter after exit, they did any work at all as paid employees (i.e. received at least some earnings), worked in their own business, profession, or worked on their own farm.
35. **Enrollment Date** - The date on which an individual began to receive program services after initial screening for eligibility and suitability.
36. **Enrollment Determination** - The process of determining whether WIA is the appropriate provider for employment and training services needed by the applicant. Consideration for enrollment may include barriers, goals, and the provider’s availability of funding and local labor market demands.
37. **Enrollments** - The number of participants enrolled into WIA activities, which include objective assessment, and subsequent training/education activities following objective assessment.
38. **Entered Employment Rate** - A participant who exits from the program and enters (through the efforts of the WIA, Service Provider, or through their own efforts) into regular employment for pay. State Unemployment Wage records will be the primary data source for tracking this outcome, therefore, employment is currently defined as an individual showing any amount of earnings in the quarter following exit.
39. **Exit Quarter** – Quarter in which the last date of service (except follow-up services) takes place.
40. **Family** – The term “family” means two or more persons related by blood, marriage, or decree of court, who are living in a single residence, and are included in one or more of the following categories:
- A husband, wife and dependent children
 - A parent or guardian and dependent children
 - A husband and wife
 - An economic unit of one or more persons who receive at least 50% of their financial support from the economic unit
41. **Family of One** - The following may be considered a family of one for the purpose of determining eligibility:
- An adult or youth with a physical, mental, learning, or emotional/ behavioral disability
 - An individual 14 years of age or older not living with his/ her family and receiving less than 50 percent of his/ her maintenance from the family
 - An individual 18 years of age or older living with his/ her family who received less than 50 percent of his/her maintenance from the family and is not the principle earner not the spouse of the principal
42. **Family Income** - The income received from included sources of all members of the family. Self-employment is to be determined on the basis of the most recently submitted federal income tax return or on

the basis of annualized proceeds posted in more up-to-date acceptable accountable accounting records. All other income is to be annualized based on receipts during the past six months.

43. **Family Size** - The maximum numbers of family members during the income determination period. For a separated or divorced applicant, income shall be pro-rated depending on the length of time during the last six months the applicant lived with the other wage earner. The “actual” family size is the actual number of members in the family without regard to an eligibility test. The “eligible” family size refers to the number in the family for income eligibility purposes.
44. **Follow-up** - Staff contact with individuals who have terminated their active enrollment in the WIA Youth program and/or with their employers, for the purpose of extending an offer of continued limited WIA services (based upon individual need) to increase the likelihood of employment or educational retention and/or the gathering of post-termination information about the client's current status in achieving performance outcomes. Follow-up is conducted for a period of one year after the WIA exit date.
45. **Foster Child** - A youth 14-21 years of age on whose behalf state or local government payments are made. This may include youth who have been made a ward of the state by a court, including those in the following categories:
- Youth in State Institutions
 - Youth in Community Group Homes
 - Youth in Foster Homes
 - Parolees
46. **GED** - The General Education Development awarded by the state to persons who have passes a specific examination
47. **General Assistance**- A benefit program paid on the State or local determination of need. Applicant is automatically categorized as “Economically Disadvantaged”.
48. **Graduate** – A person who has successfully completed a course or level of study and been awarded a certificate, diploma or degree
49. **Homeless Individual** - is:
- An adult or youth who lacks a fixed, regular and adequate night time residence.
 - Any individual who has a primary night time residence that is:
 - a supervised publicly or privately operated shelter designed to provide temporary living accommodations (including welfare hotels, congregate shelters, and transitional housing); or
 - an institution that provides a temporary residence for individuals intended to be institutionalized; or
 - A public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings.
 - Exclusions to the definition include any individual imprisoned or otherwise detained pursuant to an act of Congress or State law. Applicants who are homeless are considered to be automatically economically disadvantaged (source: Sections 103 and 740, Stewart B. McKinney Homeless Assistance Act).
 - Individuals in receipt of assistance from other Stewart B. McKinney Act-funded programs may be considered Homeless for WIA eligibility.
- ~~50. **Incentive Payments** – monetary rewards that are reserved and awarded to the Contractor upon achievement of WIA required performance measures as reported by the State within 120 after the end of the contract term. In addition, a 10% monthly hold back will be reserved from the contract total; and paid to Contractor at the end of the quarter, after quarterly performance results are determined.~~
51. **Individual Service Strategy** - An individual competency-based training plan for a Youth participant which shall include an age appropriate employment/training goal, appropriate achievement objectives, and the appropriate combination of services, education, and training for the Youth based on the data provided by objective assessment. Decisions made and outlined within the ISS are to be done in partnership with the

participant and need to incorporate the mandated WIA program elements and include short term and long term goals. Goals on an ISS will be time framed from registration until follow-up services are completed.

52. **Initial Assessment** – At minimum, an assessment of grade levels for reading, math and language arts, an interest inventory and assessment of the need for program intervention and/or support services.
53. **In-School Youth** – Secondary school youth (age 14-21) enrolled in a middle high, junior high or senior high school; or is between terms and intends to return to secondary school
54. **Job Development** - A service that provides assistance in obtaining employment for job-ready individuals. Job development activities for WIA Youth participants include the identification of potential employers and advocating for employment opportunities through such means as community relations, employer visitations, tours, and presentations.
55. **Job Placement** – Entry into unsubsidized part-time or full-time employment.
56. **Job Specific Skills** - The ability to perform actual tasks and technical functions required by certain occupational fields as defined in the skill attainment system.
57. **Labor Market Information** – The body of information that deals with the functioning of labor markets and the determination of the demand for and supply of labor. It includes, but is limited to such key factors as changes in the level and/or composition of economic activity, the population, employment and unemployment, income, earnings, wage rates and fringe benefits.
58. **Leadership Development** – Leadership development may include activities to youth through classes or projects to develop their skills in career awareness, decision making, communication skills, employment soft skill, becoming active, responsible citizens within the local community and workforce.
59. **Literacy Training** - The activity designed for non-readers, speakers, and/or writers of the English language..
60. **Lower Living Standard Income Level (LLSIL)** - The income level (adjusted for regional, metropolitan, urban, and rural differences and family size) determined annually by the Secretary of Labor based on the most recent lower living family budget issued by the Secretary.
61. **Lower Living Standard**- The income standards established by the Director of the Office of Management and Budget to determine economically disadvantaged status. The standards are updated annually.
62. **Mentoring** – a formal process in communication feedback and skills that are offered by professional adults to assist the youth's success in employment, training, motivation, and overall self esteem achievement goals.
63. **Military Service** – An individual is currently serving on active military duty and has not been provided with a date of separation from military duty or service; or an individual who is a member of the National Guard or one of the Military Reserves and is currently serving in a mobilized status.
64. **Not Employed at Registration** – An individual who does not meet the definition of employed at registration.
65. **Objective Assessment** – Upon approved eligibility and WIA registration, an examination of the capabilities, needs, and vocational potential of a participant to provide information for the development of a service strategy leading to a realistic employment/training goal. It is an independent, comprehensive evaluation of a participant's employment barriers taking into account the participant's family situation, work history, education, occupational skills (including transferable skills--those skills which are gained through personal and professional experiences and which can be transferred to an occupation), interests, aptitudes (including interests and aptitudes for nontraditional occupations), attitude towards work, motivation, behavior patterns affecting employment potential, financial resources and needs, supportive service needs, and personal employment information as it relates to the local labor market. Assessments must be administered to a participant within 60 days following the date of participation.

66. **Occupational Skills Goal** – A measurable increase in primary occupational skills encompassing the proficiency to perform actual tasks and technical functions required by certain occupational fields at entry, intermediate or advance levels.
67. **One-Stop Career Center System** - A Department of Labor initiative, requiring the coordination and participation among the following employment-focused programs: WIA (Youth, Adult, Dislocated Workers), DES Job Service, DES Unemployment Insurance, DES Veterans Employment and Training, DES Migrant and Seasonal Farm Worker Programs, DES North American Free Trade Association/Trade Adjustment Assistance, DES Vocational Rehabilitation/Rehab Services Administration, Community Service Block Grants, Carl Perkins Vocational Training/Maricopa Community College District, Adult Education/Rio Salado Community College, Job Corps, Native American Programs/Phoenix Indian Center, HUD, Welfare-to-Work, Title V of the Older American Act of 1965, and Special Transportation Services. Local areas may expand the participating agencies to include additional programs based on local needs and system design. One-Stop Career Centers provide user-friendly and seamless access to services and resources both to workers seeking new or better jobs and employers seeking workers with the skills needed to maintain and grow their business.
68. **On-the-Job Training (OJT)** - Training in the private or public sector given to a participant who after objective assessment, and in accordance with the ISS, has been referred to and hired by the employer following the development of an agreement with the employer to provide occupational training. OJT occurs while the participant is engaged in productive work which provides knowledge and skills essential to the full and adequate performance of the job. OJT may be sequenced with or accompanied by other types of training such as vocational training or basic skills training.
69. **Out-of-School Youth** – An eligible youth who is a school drop-out; or an eligible youth who has received a secondary school diploma or its equivalent but is basic skills deficient, unemployed, or underemployed.
70. **Outreach** - Developing and maintaining a public awareness of the WIA Youth Services, goals, opportunities, eligibility criteria, etc.; developing and maintaining a network of linkages with other agencies for referral of applicants and service delivery; contacting groups which represent potentially eligible participants; and contacting groups of employers who may hire WIA participants.
71. **Participant** - An individual who is determined eligible to participate in the program and receives a service funded by the program in a physical location
72. **Physical Location** - A physical location means a designated One-Stop career center, an affiliated One-Stop partner site, including a technologically linked access point, where services and activities funded by the program are available, or other specialized centers and sites designed to address special customer need, such as company work sites for dislocated workers.
73. **Planned Gap in Service** – No participant activity of greater than 90 days due to a delay before the beginning of training or a health/medical condition that prevents an individual from participating in services.
74. **Post-Secondary Education** – A program at an accredited degree-granting institution that leads to an academic degree (i.e. AA, BA, BS). Does not include programs offered by degree-granting institutions that do not lead to an academic degree.
75. **Post-Test** - A test administered to a participant at regular intervals during the program to measure progress in one or more of the following areas: basic skills, work readiness skills, and occupational skill.
76. **Pre-Test** - A test administered to a participant to determine need in one or more of the following areas: basic skills, work readiness, and occupational skills.
77. **Program Exit** – determined as follows:
 - a participant who has a date of case closure, completion or known exit from WIA funded or non-WIA funded partner service within the quarter; or

- a participant who does not receive any WIA Title I funded or partner services for 90 consecutive calendar days and is not scheduled for future services except follow-up services
78. **Qualified Apprenticeship** – A program approved and recorded by the ETA/Bureau of Apprenticeship and Training (BAT) or by a recognized state apprenticeship agency (i.e. State Apprenticeship Council). Approval is by certified registration or other appropriate written credential.
79. **Referral** – Identifying and acting on the need for alternative and/or ancillary services for eligible or ineligible youth.
80. **Remain in /Return to School** – Participant remains in or return to secondary school.
81. **Skill Attainment** – Measurable increase or proficiency in basic education, occupational and work readiness skills and the capacity to use these skills. *Basic education skills* include reading comprehension, math computation, writing, speaking, language (ESOL), listening, problem solving and reasoning. *Occupational skills* include training that provides, in a classroom or work place setting, skills encompassing the proficiency to perform actual tasks and technical functions required by certain occupational fields. *Work readiness skills* include work awareness and positive work attitudes and habits, labor market knowledge, occupational information, values clarification and personal understanding, career planning and decision-making, and job search techniques.
82. **Summer Employment Opportunities** – Summer employment that is directly linked to academic, work readiness and occupational learning.
83. **Support Services** - Financial or non-financial assistance provided to individuals participating in WIA Youth programs for personal needs and to enable the participant to continue training, retrain or obtain employment. Support services may include, but are not limited to, transportation, childcare, special services and materials for disabled individuals, etc.
84. **System Application** – Section of VOS used to determine and verify WIA eligibility for all customers between the ages of 14 and 21. All youth, ages 14-21 must complete this application to receive WIA youth services
85. **Tutoring/Study Skills** – Improvement of basic and study skills with an agency or individual that will increase academic scores and tests to achieve WIA performance.
86. **Underemployed** - An individual is one who is (1) working part time, but desires full-time work; OR (2) who is working in employment not commensurate with the individual's demonstrated level of educational attainment; (3) working full time, but whose current annualized wage rate (for a family of one), or whose family's current annualized income, is not in excess of (a) the poverty level, or (b) 70% of the Lower Living Standard Income Level (LLSIL).
87. **Unsubsidized Employment** – Employment not financed from funds provided under the grant. In the grant program the term “adequate” or “suitable” employment is also used to mean placement in unsubsidized employment which pays an income adequate to accommodate the participant's minimum economic needs.
88. **Virtual One-Stop (VOS)** - Services designed to facilitate the uniform compilation and analysis of programmatic and financial data necessary for reporting, monitoring, and evaluating purposes.
89. **Vocational Assessment** - Is the method of determining present vocational skill levels, interests, aptitudes, and values and the ability to benefit from WIA Youth services; for early identification of barriers to education and employment and to assist in establishing program goals.
90. **Vocational Counseling** - A process of supportive intervention and guidance which assists participants in dealing with such issues as employment, education/occupational training and career paths. In addition, vocational counseling addresses and attempts to empower individuals in making career decisions and in removing barriers which prevent the attainment of employment and/or education through the provision of referrals to support services when appropriate. Vocational counseling is not behavioral health counseling.

91. **WIA Registration** – Active participation in first activity with appropriate documentation completed and entered into VOS.
92. **Work Experience** – a learning opportunity (paid or unpaid) that is in a public, private, for profit or non-profit workplace environment and structured to ensure participant receives work skills that encompasses ISS goals and ensures participant is exposed to the work culture. Career exploration and high demand Industry clusters are desirable.
93. **Workforce Investment Act (WIA) of 1998** – Federal legislation designed to coordinate and streamline all components of the nation’s workforce development system, including employment, job training, education and vocational rehabilitation services for youth, adults and dislocated workers
94. **Workforce Development** – The process of providing the appropriate support, education, training, or related assistance to prepare an individual or population to determine and achieve career goals, and to aid employers in maintaining and growing their business.
95. **Work Readiness Skills Goal** - A measurable increase in work readiness skills including world-of-work awareness, labor market knowledge, occupational information, values clarification and personal understanding, career planning and decision making, and job search techniques (resumes, interviews, application, and follow-up letters). They also encompass survival/ daily living skills such as using the phone, telling time, shopping, renting an apartment, opening a bank account, and using public transportation. They also include positive work habits, attitudes, and behaviors such as punctuality, regular attendance, presenting a neat appearance, getting along and working well with others, exhibiting good conduct, following instructions and completing tasks, accepting constructive criticism from supervisors and co-workers, showing initiative and reliability, and assuming the responsibilities involved in maintaining a job. This category also entails developing motivation and adaptability, obtaining effective coping and problem-solving skills, and acquiring an improved self image.
96. **Youth Activity** – An activity described in section 129 that is carried out for eligible youth (or as described in section 129(c) (5)) of WIA.
97. **Youth Council** – A council established under section 117(h) of WIA.

Valley of the Sun United Way

Amendment #1

Exhibit B - 2

Amendment # 1 Effective: February 17, 2009 through June 30, 2011

1.0 INTENT

The purpose of this Workforce Investment Act of 1998 (WIA) is to "provide workforce investment activities through statewide and local workforce investment systems, that increase the employment, retention, and earnings of participants, and increase occupational skill attainment by participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation."

The American Recovery and Reinvestment Act of 2009 (ARRA) was signed into law by President Obama on February 17, 2009. This Act provides \$3.1185 billion in stimulus formula funds to the states to supplement Workforce Investment Act (WIA) programs. Maricopa County will receive funds to enhance the Maricopa Workforce Connections (MWC) activities.

The youth activities under the ARRA-WIA funds include Summer Youth Employment and Occupational Training. The age range for ARRA-WIA youth activities has been changed. The age range is 14-24 years old and WIA eligible.

The purpose of youth workforce investment activities are intended to provide youth development services for economically disadvantaged youth, who may face barriers to staying in school, completing high school or finding stable employment. Veterans and their eligible spouse will be given priority.

Valley of the Sun United Way - Aspire will provide a program that has a full range of services such as:

- Opportunities for eligible youth in activities related to leadership, development, decision-making, citizenship, and community service;
- Involvement of employers and links to local labor markets with emphasize on high-demand, high-growth occupations in Maricopa County;
- Ensure on-going mentoring opportunities for eligible youth with adults committed to providing such opportunities;
- Opportunities for training to eligible youth;
- Youth services such as internships and work experiences in high-demand, high-growth occupations;
- Continued supportive services for eligible youth; and Incentives for recognition and achievement to eligible youth

The category of services for the WIA youth program are: In-School & Out-of-School Youth in the East Valley

1.1 Summer Youth Employment (In-School & Out of School)

- 1.1.1 *In-School Youth* – to provide Workforce Investment Act (WIA) services to secondary school youth, ages 14-24, enrolled in a middle, junior high, or senior high school; or is between terms and intends to return to secondary school. A maximum of 70% of the participants must be in school, under this amendment.

1.1.2 *Out-of-School Youth* – to provide Workforce Investment Act (WIA) services to an eligible youth, ages 16 to 24, who is a school dropout; or an eligible youth who has received a secondary school diploma or its equivalent but is basic skills deficient, unemployed, or underemployed. The minimum of 30% of the participants must be out of school school, under this amendment.

1.1.3 *Category of Service*

The Valley of the Sun United Way - Aspire partners will contract for Summer Youth Employment and Occupational Skills Training. The Summer Employment time frame is May 1st and will end September 30th. Valley of the Sun United Way - Aspire will provide Summer Youth Employment opportunities to 200 youth and Occupational Skills Training to 40 youth. The Occupational Skills Training program is a year round program. The time frame for the ARRA-WIA amendment is February 17, 2009 and will expire June 30, 2011. MCHSD must ensure that The ARRA funds are spent expeditiously, effectively, and concurrently with annually appropriated WIA formula funds. It is intended that the ARRA funds be spent, in large measure, prior to June 30, 2010. All ARRA funds must be expended by June 30, 2011.

1.2 BACKGROUND INFORMATION

1.2.1 The purpose of this Amendment is to provide American Recovery Reinvestment Act of 2009 (ARRA) funding for youth employment/training for youth ages 14-24. Valley of the Sun United Way - Aspire currently provides Workforce Investment Act (WIA) activities, through statewide and local investment systems, that increase the employment, retention and earnings of participants and increase occupational skill attainment by participants, and as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the Nation.

The ARRA-WIA Amendment will provide Valley of the Sun United Way - Aspire with ARRA funds to serve WIA eligible In School and Out of School Youth ages 14-24 with Summer Youth Employment Program and to provide Occupational Training Program opportunities for Out of School youth ages 16-24.

This Amendment shall be governed by the Workforce Investment Act of 1998 (as amended), Training and Employment Guidance Letters (TEGL) 13-08 and 14-08 and any subsequent amendments to those documents by the US Department of Labor. In addition, Training and Employment Notice (TEN) 30-08, and any subsequent amendments to that document by the US Department of Labor, shall provide guidance on the use of the ARRA funding, the intent of the funds, and the requirements relating to reporting and outcomes for the use of the funds. In addition, any future TEGL or TEN documents relating to the ARRA funding specifically which require additional reporting requirements, funding availability period changes, expenditure timeline requirements, or program changes (including eligibility requirements, policies, procedures, and eligible services) are deemed as a requirement for the Contractor under this agreement to adhere to.

1.2.2 Youth must be identified as low-income as defined by Public Law and:

- 1.2.2.1 Between the ages of 14 through 24 meaning they have reached their 14 birthday, but have not attained their 25th birthday at the time of registration; all other eligibility requirements from EXHIBIT-B Section 1.2.2 remain effect.

2.0 SCOPE OF WORK

The goal of Maricopa County's Workforce Investment Board (MWC) and Maricopa County Human Services Department (MCHSD) is to provide a comprehensive workforce development system under which Maricopa County residents can access appropriate job training and educational opportunities. The ARRA-WIA funds are intended to preserve and create jobs, promote the nation's economic recovery and assist those most impacted by the recession.

The workforce system will play a vital role in America's economic recovery by assisting workers who are facing extraordinary challenges. Funding will support One-Stop Career Centers increase target services for employment and training services opportunities for job seekers and youth. This will help to meet the needs of employers that require a skilled workforce and the needs of job seekers that require higher paying jobs that will lift them out of poverty.

Providing youth with Summer Work Experience will help to stimulate the local economy because Maricopa County youth will be provided with paid work experience. Participants will be provided with work readiness training to help prepare youth for the work environment.

As part of the ARRA-WIA workforce development system, MCHSD will fund Summer Youth Work Program and Occupational Skill training for youth 14-24 years old. ARRA-WIA Youth programs should operate under the following guiding principles:

- 2.0.1 Summer Youth Services: Services are designed to recruit and register youth for the Summer Youth Work Experience Program. Youth will be provided with leadership development opportunities, which include community services and peer centered activities encouraging responsibility and other positive social behavior (e.g. exposure to post-secondary education opportunities, community/service learning projects teamwork/team leadership, decision-making, and life skills). Youth will be provided with supportive services (which may include assistance with transportation, child care, dependent care, housing, referrals to medical services, appropriate work attire, and related tools). Youth will also be provided with paid and unpaid work experience, including internships and job shadowing.

- 2.0.1.1 Summer Work Experience time frame is May 1st to September 30th. Services will be implemented using the following:

- 2.0.1.2 Contractor will develop partnerships with local community based non-profit agencies, schools districts and cities/towns, and businesses to develop work sites where youth will be provided with meaningful work experience

and learn skills that will help youth obtain future employment.

2.0.1.3 Contractor will provide training to work sites supervisors and outline the work experience activities and expectations.

2.0.1.4 Contractor will recruit and enroll WIA eligible in school and out of school youth ages 14-24 that reside in Maricopa County.

2.0.1.5 Contractor will use age-appropriate strategies when providing the Summer Youth Employment Program. This training will include: attendance, punctuality, appropriate appearance, attitudes and behaviors, interpersonal relations and task completion. Additional training will include interviewing techniques and resume development that will prepare them for employment.

2.0.1.6 Youth participating in the Occupational Training Program may be referred, if necessary, to the Maricopa County One Stop Career Centers for occupational training assessments.

2.0.1.7 Contractor will ensure the ratio of youth to case manager is no more than 50/1 for the Summer Youth Employment Program.

2.0.1.8 Contractor will provide mentoring opportunities to youth through the Worksite Supervisors. The Worksite Supervisor will mentor the youth and reinforce work maturity skills to ensure youth are prepared for the workforce.

2.0.1.9 Youth enrolled in the Summer Youth program will be paid by the Contractor. Youth will be paid on the same pay schedule as regular Contractor employees.

2.0.1.10 The changes to Methodology apply to this amendment only, the Methodology of original contract and previous amendments remain in effect.

2.0.1.11 Contractor will ensure that no youth will participate in a work experience at any of the following facilities: aquarium, zoo, casino or gambling establishment, golf course, or swimming pool.

2.0.1.12 All federal and local child labor laws will be in effect for this contract

2.0.2 *Occupational Skills Training:* Services are designed to recruit and register youth that are interested in a specific occupation related to the local labor market demand and/or obtaining a credential in a field of study (certificate, degree or diploma) and/or related full-time employment. Youth will be

provided with leadership development opportunities, which include community services and peer centered activities encouraging responsibility and other positive social behavior (e.g. exposure to post-secondary education opportunities, community/service learning projects, teamwork/team leadership, decision-making, and life skills). Paid and unpaid work experience, including internships and job shadowing. Youth will be provided with supportive services (which may include assistance with transportation, child care, dependent care, housing, referrals to medical services, appropriate work attire, and related tools).

2.0.2.1 Occupational Skills Training Program is a year round activity. Services will be implemented using guidelines established in the original contract and referenced in EXHIBIT B Section 2.4.8.

2.0.2.1.1 Tutoring, study skills training and instructions leading to secondary completion including drop-out prevention strategies.

2.0.2.1.2 Alternative employment opportunities that are already directly linked to academic and occupational learning.

2.0.2.1.3 Occupational skill training as appropriate (if not utilizing providers listed on the States' Eligible Training Providers List (ETPL-arizonaheat))

2.0.2.1.4 Adult mentoring for the period of participation and for subsequent period for a total of not less than 12 months

2.0.2.1.5 Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.

2.0.2.1.6 Follow-up services for not less than 12 month after the completion of participation, as appropriate.

2.1 TECHNICAL REQUIREMENTS

2.2 Valley of the Sun - Aspire will provide a Summer Youth Work Experience Program and Occupational Skills Training in the East Valley as referenced in EXHIBIT B Section 2.2.

2.3 Collaboration

Contractor will coordinate and/or participate in collaborative efforts and partnerships that are designed to enhance opportunities and supports for youth enrolled in program activities.

The following partnerships have been established and may provide in-kind contributions (as applicable) to the program: Maricopa Community College, Goodwill of Central Arizona, City of Scottsdale, Town of Guadalupe, and Valley of the Sun United Way Agencies.

2.4 Program Elements

2.4.1 Valley of the Sun - Aspire will provide services using the following:

2.4.1.1 Eligibility – Application

2.4.1.1.1 Ages 14-24

2.4.1.1.2 In School and Out of School Youth

2.4.1.1.3 Contractor will recruit youth for the Summer Youth Employment Program with the assistance of Maricopa County Workforce Development Division. In addition, the Contractor will use other community collaborations to recruit youth including local school districts, juvenile probation, foster care agencies, Maricopa County Career Centers, and other community youth programs.

2.4.1.1.4 Contractor will determine and complete Workforce Investment Act (WIA) eligibility based on initial program application and support documentation. Contractor will request the assistance of Maricopa County Workforce Development staff, if necessary, and submit eligibility information to Department staff for verification prior to enrollment of any youth.

2.4.1.1.5 As a part of the eligibility process, youth may be tested for reading skills; to ascertain their level of completion of the work readiness class and placement in appropriate work site.

2.4.1.1.6 Youth that participate in the ARRA Funding including Summer Youth Employment Program will be tracked separately from youth that participate in the regular Valley of the Sun - Aspire WIA Program and ensure that all eligibility documentation is kept in file.

2.4.1.2 Objective Assessment

2.4.1.2.1 Pre-Assessment

2.4.1.2.2 Individual Service Strategy (ISS) development

2.4.1.2.3 Arizona's Skill Assessment System will be the model for pre and post assessment tools.

2.4.1.2.4 Contractor will conduct the presumptive need for those youth enrolled into the Summer Work Experience.

2.4.1.2.5 An abbreviated ISS will be developed by the youth and case manager for the Summer Youth Employment Program.

2.4.1.2.6 For youth identified for occupational training, a presumptive need, and TABE assessment will be determined and conducted by the youth case manager. An extensive assessment will be offered by County One Stop Assessment personnel to identify appropriate skills and aptitudes related to occupational training, if needed.

2.4.1.2.7 For youth identified for Occupational Training, the ISS will be developed as stipulated in the original contract. The youth case manager will utilize the JT036-3 as the pre-assessment tool, as identified in the Arizona's Skill Assessment System.

2.4.1.3 Enrollment

2.4.1.4 Work Readiness Classes

2.4.1.5 For youth enrolled in the Summer Youth Employment Program, the first week will be designed for work readiness skills that address: attendance, punctuality, appropriate appearance, attitudes and behaviors, interpersonal relations and task completion. Additional training will include interviewing techniques and resume development relating to employment needs.

2.4.1.6 Work readiness classes will be taught with academic appropriate material determined by the Contractor. Upon completion of work readiness skills, youth will be placed into worksites for the summer employment. Work readiness classes will be taught within age appropriate locations and/or material determined by ages 14-17 years of age; and ages 18-24 years of age.

2.4.1.7 For youth enrolled into Occupational Training:

2.4.1.7.1 Upon completion, or as a part of work readiness program, youth will be referred to and assessed by County One Stop Assessment personnel to identify appropriate skills and aptitudes related to occupational training, if necessary. Assessment results will be provided to the case manager prior to youth being placed into occupational training and development of an ISS. Upon completion of work readiness skills assessment, and ISS development Youth enrolled in training may be placed in a work site opportunity that compliments their goals.

2.4.1.7.2 Youth may attend occupational or advanced training at a community college or proprietary school approved by the State of Arizona.

2.4.1.4 Support Services

- 2.4.1.4.1 Stipends/Incentives
- 2.4.1.4.2 Transportation
- 2.4.1.4.3 Community Referrals
- 2.4.1.4.4 Food and Nutrition
- 2.4.1.4.5 All 240 youth served through ARRA will receive supportive services as in the original contract.

2.4.1.5 Program Completion

- 2.4.1.5.1 Post-Assessment
- 2.4.1.5.2 ISS Revision
- 2.4.1.5.3 Post-Assessments:
- 2.4.1.5.4 Arizona's Skill Assessment System will be the model for pre and post assessment tools.
- 2.4.1.5.5 Work Readiness post assessments will be conducted to determine successful completion of the Summer Youth Employment Program. A standardized post-assessment format that has been field-tested will be administered to completion of skills 1-6 in the work readiness classroom; and 7-12 at the work experience site.
- 2.4.1.5.6 Program Completion for youth enrolled in the Summer Youth Employment Program is measured only by successful completion of work experience.
- 2.4.1.5.7 Occupational post assessments will be conducted utilizing the Arizona Skill Assessment System tools JT0336-3.

2.4.1.6 ISS Revision (applies only to Occupational training participants)

- 2.4.1.6.1 Contractor and youth will collectively revise the Individual Service Strategy upon completing the post-assessment to determine employment and post-secondary education goals.
- 2.4.1.6.2 Upon revisions to ISS and continued enrollment past summer employment, these youth will be measured by WIA performance.

2.4.1.7 Follow-up Services

- 2.4.1.7.1 Post-Secondary/Advanced Training
- 2.4.1.7.2 Employment
- 2.4.1.7.3 Follow - Up Services will not be administered by Contractor for the youth enrolled into the Summer Youth Employment Program only.

- 2.4.1.7.4 Follow - Up Services for youth enrolled into Occupational Training will be conducted as in the original contract.

2.4.1.8 Data Entry

- 2.4.1.8.1 Within 48 hours of contact with the participant, the Contractor will ensure accurate input of applicant and participant data into the Statewide Reporting System and will maintain both electronic and hard-copy records of all registered youth. A monthly review of hard-copy files will also occur to ensure uniformity between electronic and hard-copy files. The Contractor will ensure VOS accuracy on a regular basis and report any errors to the MCHSD Quality Assurance Specialist for verification.
- 2.4.1.8.2 In conjunction with the use of the Statewide Reporting System for reporting and data entry, the Contractor will utilize an internal tracking system to integrate functions such as intake, needs assessment, eligibility determination and referrals, service delivery, information exchange, outcome, and policy management into a single system. This will be utilized in conjunction with the Statewide Reporting System to increase efficiency of case management and to track individual and aggregate outcomes for program youth.

2.4.1.9 Reporting & Evaluation

- 2.4.1.9.1 Contractor will be responsible for tracking Summer Youth Employment Program participants separately from youth enrolled in the Occupational Training Program, utilizing data as designed and dispersed by Maricopa County and forthcoming guidance from the State of Arizona.
- 2.4.1.9.2 Youth enrolled in Occupational Skill Training program must be provided with training opportunities that will enhance their skill levels which will help to ensure employment success. Youth served with ARRA funds beyond September 30, will be tracked through regular WIA reporting venues.
- 2.4.1.9.3 Program Monitoring for ARRA will be conducted monthly at a minimum, unless otherwise required by pending guidance from the DOL/State of Arizona. MCHSD Quality Assurance Specialists reserves the right to conduct no-notice compliance review, if and when deemed appropriate.

2.4.1.10 Performance Requirements

2.4.1.10.1 The only required performance measure for the summer work experience is the attainment of a work readiness certificate.

2.4.1.10.2 For Occupational Training Program, all WIA performance measures will apply.

IN WITNESS WHEREOF, this Amendment #1 is executed on the date set forth below:

CONTRACTOR

MARICOPA COUNTY

Katherine K Cecala
Name

James J Higgins
Name

6/2/09
Date

6/5/09
Date

**Valley of the Sun United Way
Amendment # 2
Exhibit B- 3**

Amendment #2 Effective: March 10, 2011 through June 30, 2013

The following Federal Provisions to be added to existing Contract Agreement
In accordance with 29 CFR Parts 95 Appendix A

- **Equal Employment Opportunity**

The Contractor shall be required to comply with E.O. 11246, Equal Employment Opportunity, as amended by E.O. 11375, Amending Executive Order 11246 Relating to Equal Employment Opportunity, and as supplemented by regulations at 41 CFR part 60, Office of Federal Contract Compliance Programs, Equal Employment Opportunity, Department of Labor.

Read more: <http://cfr.vlex.com/vid/appendix-part-95-contract-provisions-19680476#ixzz1EFYnGyrk>

The Contractor in connection with any service or other activity under the Agreement shall adhere to Federal and State Equal Employer Opportunity (EEO) laws and procedures. Contractor shall comply with Title VI of the Civil Rights Act of 1964, which prohibits the denial of benefits of, or participation in, contract services on the basis of race, color, or national origin. Contractor shall comply with the requirements of Section 504 of the Rehabilitation Act of 1973, as amended, which prohibits discrimination on the basis of disability, and with Title II of the Americans with Disabilities Act, and the Arizona Disability Act, which prohibits discrimination on the basis of physical or mental disabilities in the provisions of activities. Contractor is required to contact Maricopa Workforce Connections and notify the Director of the Civil Rights Center, United States Department of Labor of any administrative enforcement and/or lawsuits that are filed, alleging discrimination on the ground of race, color, religion, sex, national origin, age, disability, political affiliation or belief, and for beneficiaries only, citizenship or participation in a WIA Title I – financially assisted program or activity. This notification must include: (1) The name of the parties to the action or lawsuit; (2) The forum in which each case was filed; and (3) The relevant case numbers.

- **Copeland Anti-Kickback Act**

Contractor shall comply with the Copeland "Anti-Kickback" Act (18 U.S.C.874) as supplemented in the Department of Labor regulations (29 CFR part 3). In as such this regulation applies to all contracts and sub grants for construction or repair.

- **Davis Bacon Act**

Contractor shall comply with the Davis-Bacon Act (40 U.S.C. 276a to 276a-7) as supplemented by Department of Labor regulations (29 CFR Part 5) when required by Federal grant program legislation.

- **Clean Air Act**

Contractor shall comply with all applicable standards, orders, or requirements issued under section 306 of the Clean Air Act (42 U.S.C. 1857(h), section 508 of the Clean Water Act (33 U.S.C. 1368) Executive Order 11738, and Environmental Protection Agency regulations (40 CFR part 15).

- **Byrd Anti-Lobbying Amendment**

The Contractor shall certify, to the best of their knowledge and belief, that:

No Federal appropriated funds have been paid or will be paid, by or on behalf of the Contractor, to any person for influencing or attempting to influence an officer or employee of any agency. This applies to a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant. Including the

making of any Federal, loan the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.

If any funds other than Federal appropriated funds, have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.

The Contractor shall include Lobbying Certification language in the award documents for all subcontractors (including sub-grants, and contract under grants, loans, and cooperative agreements) and that all sub-recipients shall certify and disclose accordingly.

This certification is a material representation of fact upon which reliance was placed when this transaction is made or entered into. Submission of this certification is prerequisite for making or entering into this transaction imposed by section 1352, Title 31, U.S. Code. Any successful proposer(s) who fail to file the required certification shall be subject to a civil penalty of not less than \$10,000.00 and not more than \$100,000.00 for each such failure.

- **Debarment & Suspension**

The County may, by written notice to the Contractor, immediately terminate this Contract if the County determines that the Contractor has been debarred, suspended or otherwise lawfully prohibited from participating in any public procurement activity, including but not limited to, being disapproved as a subcontractor of any public procurement unit or other governmental body. If the Contractor becomes suspended or debarred, the Contractor shall immediately notify the County. Contractors must not make any award or permit any award (subrecipient or vendor) at any tier to any party which is debarred or suspended or is otherwise excluded from or ineligible for participation in Federal assistance programs under Executive Order 12549.

The Contractor certifies to the best of its knowledge and belief, that it and its sub-recipients:

- (a) Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal department or agency;
- (b) Have not within a three-year period preceding this proposal been convicted of or had a civil judgment rendered against them for commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (Federal, State or local) transaction or contract under a public transaction; violation of Federal or State antitrust statutes or commission of embezzlement, theft, forgery, bribery, falsification or destruction of records, making false statements, or receiving stolen property;
- (c) Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State or local) with commission of any of the offenses enumerated in paragraph (b) of this certification; and
- (d) Have not within a three-year period preceding this application/proposal had one or more public transactions (Federal, State or local) terminated for cause or default.

(E.O.'s 12549 and 12689)No contract shall be made to parties listed on the General Services Administration's List of Parties Excluded from Federal Procurement or Non-procurement Programs in accordance with E.O.'s 12549 and 12689, Debarment and Suspension. This list contains the names of parties debarred, suspended, or otherwise excluded by agencies, and contractors declared ineligible under statutory or regulatory authority other than E.O. 12549. Contractors with awards that exceed the small purchase threshold shall provide the required certification regarding its exclusion status and that of its principal employees.

Read more: <http://cfr.vlex.com/vid/appendix-part-95-contract-provisions-19680476#ixzz1FwcMcexU>

In accordance with 29 CFR 97.21 - Payment

This section prescribes the basic standard and the methods under which the County shall make payments to Contractor and how Contractor shall reimburse subcontractors.

Basic standard. Methods and procedures for payment shall minimize the time elapsing between the transfer of funds and disbursement by the County to Contractor and Contractor to Subcontractor, in accordance with Treasury regulations at 31 CFR part 205.

Reimbursement. Reimbursement shall be the preferred method.

Effect of program income, refunds, and audit recoveries on payment.

- (1) Contractor shall disburse repayments to and interest earned on a revolving fund before requesting payments for the same activity.
- (2) Contractor shall disburse program income, rebates, refunds, contract settlements, audit recoveries and interest earned on such funds before requesting additional payments.

Withholding payments.

- (1) Unless otherwise required by Federal statute, the County shall not withhold payments for proper charges incurred by Contractor unless—
 - (i) The Contractor has failed to comply with grant award conditions or
 - (ii) The Contractor is indebted to the United States.
- (2) Cash withheld for failure to comply with grant award condition, but without suspension of the grant, shall be released to the grantee upon subsequent compliance. When a grant is suspended, payment adjustments will be made in accordance with §97.43(c).
- (3) The County shall not receive payments for amounts that are withheld from Contractors for payment. Payments shall be made to the County when the Contractor is actually reimbursed for satisfactory completion of work.

Cash depositories.

- (1) Consistent with the national goal of expanding the opportunities for minority business enterprises, the County and Contractor are encouraged to use minority banks (a bank which is owned at least 50 percent by minority group members). A list of minority owned banks can be obtained from the Minority Business Development Agency, Department of Commerce, Washington, DC 20230.
- (2) The Contractor shall maintain a separate bank account only when required by Federal-State agreement.
 - (i) *Interest earned on advances.* Except for interest earned on advances of funds exempt under the Intergovernmental Cooperation Act (31 U.S.C. 6501 et seq.) and the Indian Self-Determination Act (23 U.S.C. 450), Contractor shall promptly, but at least quarterly, remit interest earned on advances to the County. The Contractor may keep interest amounts up to \$100 per year for administrative expenses.

Read More:

<http://ecfr.gpoaccess.gov/cgi/t/text/textidx?c=ecfr&sid=cc9d1205fe202738c320acd030f14946&rgn=div8&view=text&node=29:1.1.1.1.41.3.71.2&idno=29>

In accordance with 29 CFR 97.34 - Copyrights

The County reserves a royalty-free, nonexclusive, and irrevocable license to reproduce, publish or otherwise use, and to authorize others to use, for Federal Government purposes:

- (a) The copyright in any work developed under the Agreement; and
- (b) Any rights of copyright to which a contractor purchases ownership with the Agreement support.

Read More:

<http://ecfr.gpoaccess.gov/cgi/t/text/textidx?c=ecfr&sid=23a33ea2db65c7bc2002858125f285c2&rgn=div8&view=text&node=29:1.1.1.1.41.3.72.12&idno=29>

In Accordance with 29 CFR 97.36 Procurement

The Contractor shall follow Procurement Standards. Contractor shall use procurement procedures which reflect applicable State and local laws and regulations, provided that the procurements conform to applicable Federal law and the standards identified in this section.

Contractor shall maintain a contract administration system which ensures that contractors perform in accordance with the terms, conditions, and specifications of the contract.

Contractor shall maintain a written code of standards of conduct governing the performance of their employees engaged in the award and administration of contracts. No employee, officer or agent of the Contractor shall participate in selection, or in the award or administration of a contract supported by Federal funds if a conflict of interest, real or apparent, would be involved. Such a conflict would arise when:

- (i) The employee, officer or agent,
- (ii) Any member of his immediate family,
- (iii) His or her partner, or
- (iv) An organization which employs, or is about to employ, any of the above, has a financial or other interest in the firm selected for award. The Contractor's officers, employees or agents will neither solicit nor accept gratuities, favors or anything of monetary value from contractors, potential contractors, or parties to subagreements. Contractor may set minimum rules where the financial interest is not substantial or the gift is an unsolicited item of nominal intrinsic value. To the extent permitted by State or local law or regulations, such standards or conduct will provide for penalties, sanctions, or other disciplinary actions for violations of such standards by the Contractor's and Contractor's officers, employees, or agents. The awarding agency may in regulation provide additional prohibitions relative to real, apparent, or potential conflicts of interest.

Competitive Bid Process

Equipment

The Contractor shall obtain all equipment to be utilized under this Agreement, and purchased with funds provided under this Agreement, at the lowest practical cost pursuant to the following competitive bidding system:

Procurements in excess of \$300 but less than \$1,000 require oral price quotations from two or more vendors. The Contractor shall keep and maintain a record of the vendors' verbal quotations. The Contractor's award shall be made to the lowest bidder meeting specification requirements concerning price, conformity to specifications, and other purchasing factors.

Procurements exceeding an aggregate amount of \$1,000 must be approved by the Contract Administrator. At least three (3) bidders shall be solicited to submit written quotations. The Contractor shall solicit written quotations by issuing a Request for Quotation to at least three (3) vendors. The award shall be made to the lowest bidder that meets specification requirements concerning price, conformity to specifications, and other purchasing factors.

Supplies

The Contractor shall obtain all supplies to be utilized under this Agreement and purchased with funds provided under this Agreement at the lowest practical cost and pursuant to a system of written quotes whenever the price is expected to be greater than \$300, unless the Contractor obtains the Contract Administrator's prior written approval to purchase supplies by an alternate method.

Minority, Women and Small Business Enterprises

The Contractor shall take affirmative steps to provide an opportunity for minorities, women, and small businesses to compete in the procurement of equipment and supplies under this Agreement.

Funding source requirements relating to competitive bid procedures may supersede any or all subparts of this clause and will be specified in the Special Provisions Section of this Agreement.

Read More:

<http://ecfr.gpoaccess.gov/cgi/t/text/textidx?c=ecfr&sid=23a33ea2db65c7bc2002858125f285e2&rgn=div8&view=text&node=29:1.1.1.1.41.3.72.14&idno=29>

In Accordance with 29 CFR 97.42 Retention and Access Requirements for Records

Contractor shall maintain all financial and programmatic records, supporting documents, statistical records, and other records which are required to be maintained by the terms of program regulations and the Agreement. All records reasonably considered as pertinent to program regulations and the Agreement.

Contractor shall retain all records pertaining to the Agreement for a period of six (6) years after the termination of the Agreement term. If any litigation, claim, negotiation, audit or other action involving the records is started before the expiration of the Agreement term, Contractor shall retain the records until completion of the action and resolution of all issues which arise from it or until the end of the regular 6-year period, whichever is later.

To avoid duplicate recordkeeping, the County may make special arrangements with Contractor to retain any records which are continuously needed for joint use. The County shall request transfer of records to its custody when it determines that the records possess long-term retention value. When the records are transferred to or maintained by the County, the 6-year retention requirement is not applicable to the successful proposer(s).

Starting date of retention period-General. When grant support is continued or renewed at annual or other intervals, the retention period for the records of each funding period starts on the day the Contractor submits to the County its single or last expenditure report for that period. However, if the Agreement is continued or renewed, the retention period for each year's records starts on the day the Contractor submits its expenditure report for the last program year. In all other cases, the retention period starts on the day the successful proposer(s) submits its final expenditure report. If an expenditure report has been waived, the retention period starts on the day the report would have been due.

Records for income transactions after agreement term. In some cases Contractor must report income after the Agreement term. Where there is such a requirement, the retention period for the records pertaining to the earning of the income starts from the end of the Agreement fiscal year in which the income is earned.

Indirect cost rate proposals, cost allocations plans, etc. This paragraph applies to the following types of documents, and their supporting records: indirect cost rate computations or proposals, cost allocation plans, and any similar accounting computations of the rate at which a particular group of costs is chargeable (such as computer usage chargeback rates or composite fringe benefit rates).

If submitted for negotiation. If the proposal, plan, or other computation is required to be submitted to the Federal the County to form the basis for negotiation of the rate, then the 6-year retention period for its supporting records starts from the date of such submission.

If not submitted for negotiation. If the proposal, plan, or other computation is not required to be submitted to the County for negotiation purposes, then the 6-year retention period for the proposal plan, or computation and its supporting records starts from end of the fiscal year covered by the proposal, plan, or other computation.

Access to records-Records of Contractor. The County, Maricopa County Human Services Department and the Comptroller General of the United States, or any of their authorized representatives, shall have the right of access to any pertinent books, documents, papers, or other records of the Contractor and subcontractors which are pertinent to the Agreement, in order to make audits, examinations, excerpts, and transcripts.

Expiration of right of access. The rights of access in this section must not be limited to the required retention period but shall last as long as the records are retained.

Restrictions on public access. The Federal Freedom of Information Act (5 U.S.C. 552) does not apply to records Unless required by Federal, State, or local law, successful proposer(s) and subcontractors are not required to permit public access to their records.

Read More:

<http://ecfr.gpoaccess.gov/cgi/t/text/textidx?c=ecfr&sid=23a33ea2db65c7bc2002858125f285e2&rgn=div8&view=text&node=29:1.1.1.1.41.3.73.18&idno=29>

In Accordance with 29 CFR 99.200 Audit Requirements

Single Audit Act Requirements

Successful proposer(s) in receipt of Federal funds are subject to Federal audit requirements according to P.L. 98-502 "The Single Audit Act". Successful proposer(s) shall comply with OMB A-133 by contracting for A-133, or program audits as applicable. Upon completion, such audits shall be made available for public inspection and submitted to the Maricopa County Human Services Department for review within thirty (30) days of completion. Successful proposer(s) shall take corrective actions within six (6) months of the date of receipt of the reports. The Department shall consider sanctions as described in Section 17 of OMB A-128 for non-compliance with the audit requirements. Subcontractors may be required to comply with the Federal audit requirements.

Debt Collection & Audit Resolution

As the Contractor to this agreement, you must comply with P.L. 105-220 Sections 128, 133, and 184; 20 CFR Part 652, Subpart D,E and G; 20 CFR Part 667 Subparts D – H; 29 CFR Parts 95, 96, 97, and 99; OMB Circular A-21. As the Contractor to this agreement, you must comply with OMB Circular A-87, OMB Circular A-122, and OMB Circular A-133. As the Contractor to this agreement, you are required to adhere to Federal Acquisition Regulation 97-03 Part 31; DES Policies 1-47-01 and 1-47-08; and Workforce Investment Act Guidance Letters #04-06, #09-06 and #18-06.

Among the required controls specified in Title 20 CFR Section 667.500(a) (2) is the process for collecting debts. Title 20 CFR 667.410(a) states it is the responsibility of the Contractor, sub-grantee, sub-recipient and/or service provider to conduct regular oversight and monitoring of its WIA activities to determine whether expenditures made against the cost categories and within the cost limitations specified in WIA laws and regulations. Title 20 CFR 667.705 states:

The successful proposer(s) is responsible for all funds under the Agreement, and any agreements with subcontracts. Maricopa County will hold all direct recipients (Contractors) liable for all expenditures of funds.

CONTRACT REMEDIES

Disputes

Except as may otherwise be provided for in this Agreement, any dispute not involving a question of law arising during contract performance, that is not resolved between the Parties within a reasonable time, i.e. 120 working days, shall be submitted in accordance with the Department's contract disputes process.

Disputes must be filed with the Contract Administrator administering the Agreement, if one has been appointed, or if not with the County Procurement Officer, within ten (10) working days from the date the Contractor knew or should have known the basis of the dispute. The Contract Administrator or County Procurement Officer, as applicable, shall respond in writing to the dispute within fourteen (14) working days. The decision of the Contract Administrator shall be final and conclusive unless within seven (7) working days from the date of receipt of such a copy, a written notice of appeal is filed with the Director of Materials Management.

A written decision of the Director of Materials Management will be issued within thirty (30) calendar days from the date the notice of appeal was filed. The Director's decision is the final decision concerning the dispute, excepting where applicable State or Federal law or regulation specifies otherwise.

Pending a final decision of a dispute hereunder, the Contractor shall proceed diligently with the performance of this Agreement in accordance with the Contract Administrator's decision.

Sanctions and Corrective Actions

The Contractor agrees that the Department may, based upon applicable laws or regulations, impose corrective action on the Contractor up to and including sanctions of funding provided for in this agreement. The imposition of any corrective action plan or sanctions shall be at the discretion of the Department. Actions which may lead to the provisions of this section include (but are not limited to):

Failure to perform the required tasks and activities for which the funding are provided.
 Failure to achieve the stated performance goals and objectives in section.
 Failure to maintain appropriate fiscal and programmatic records in accordance with the terms of the Agreement.
 Failure to submit the required fiscal and performance reports.

Default

The Director may recommend to the Board of Supervisors to suspend, terminate or modify the Agreement immediately upon written notice to Contractor in the event of nonperformance of stated objectives or other material breach of contractual obligations; or upon the occurrence of any event which would jeopardize the ability of the Contractor to perform any of its contractual obligations. The County reserves the right to have service provided by other than the Contractor if Contractor is unable or fails to provide required service with the specified time frame.

<http://ecfr.gpoaccess.gov/cgi/t/text/text-idx?c=ecfr&sid=52e6cf50b2a3bd9e06ab9cddcb6b9e34&rgn=div8&view=text&node=29:1.1.1.1.43.2.80.1&idno=29>

PATENT AND COPY RIGHTS

Copyrights

If the Agreement results in a book or other written material, the author is free to copyright the work, but Maricopa County reserves a royalty-free, nonexclusive, perpetual and irrevocable license to reproduce, publish, or otherwise use and to authorize other to use, all copyrighted material and all material which can be copyrighted resulting from the Agreement.

Patents

Any discovery or invention arising out of, or developed in the course of, work aided by this Agreement shall be promptly and fully reported to the Department for determination as to whether patent protection on such invention or discovery shall be sought and how the rights in the invention or discovery, including rights under any patent issued thereon, shall be disposed of and administered, in order to protect the public interest.

IN WITNESS WHERE OF, this Amendment #2 is executed on the date set forth below:

CONTRACTOR

MARICOPA COUNTY

Katherine K. Cicala
 Name

Quinn M. Mahoney
 Name

3/15/11
 Date

3.21.11
 Date

VALLEY OF THE SUN UNITED WAY, 1515 E. OSBORN ROAD, PHOENIX, AZ 85014

PRICING SHEET: NIGP CODE 9186701

Terms:	NET 30
Vendor Number:	W000012257 X
Telephone Number:	602/631-4800
Fax Number:	602/776-4800
Contact Person:	Katherine K Cecala
E-mail Address:	kcecala@vsuw.org
Certificates of Insurance	Required
Contract Period:	To cover the period ending June 30, 2009 2013.